

The Lens



Evaluation

September 2016

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We are also extremely grateful to the staff of The Lens' partner organisations; Cornerstone, Loretto Care, Prince's Trust and Carers Trust, who generously made themselves available for interviews. Special thanks are due to Loretto Care for offering their premises for the Learning Event hosted as part of this evaluation and to those who spent a whole day at that event feeding back their views.

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This evaluation was made possible by funding to The Lens from the Big Lottery Fund Scotland.

Video

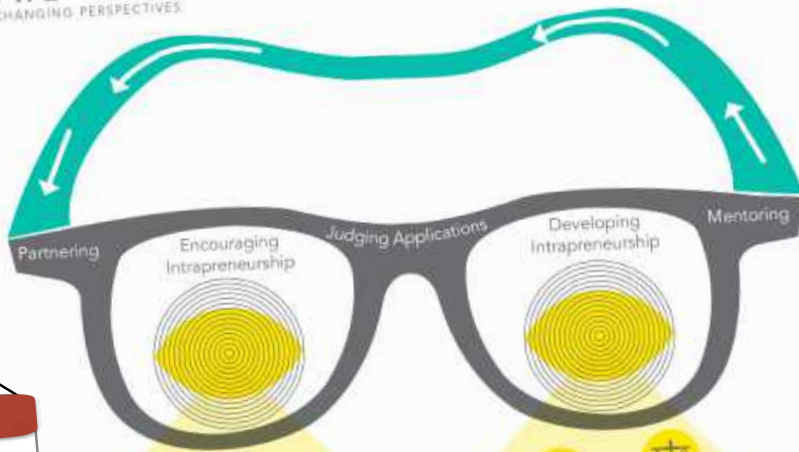
A short video of some of the feedback captured at the Learning Event run as part of this evaluation is available on The Lens' Vimeo channel at <https://vimeo.com/182364850>





THE LENS
CHANGING PERSPECTIVES

THE LENS SNAPSHOT



2016

Cornerstone
Loretto Care
Prince's Trust
Carers Trust



11 ideas



32 ideas

Cornerstone
Loretto Care
Prince's Trust

Carers Trust

Outcomes; cycle 1

1

Widened participation

Engaged more of the workforce in innovation; not just the "usual suspects"



2

Found Ideas & developed them

Ideas with strong strategic fit and a few game changers



3

Developed skills

Intrapreneurs and judges develop resilience, confidence and connection.



4

Generated momentum

For workforce innovation; for a second cycle of The Lens and in general.



"It has

delivered on what we wanted, its generated huge excitement and energy, the confidence of people, you could not have bought that.

We'll get very tangible things that we can use in the business too, but the people aspect has been great."

Why The Lens?

More of your workforce overcome barriers to innovation



Workforce Innovation

Performance

Wellbeing

New services

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“It’s a massive boost to building our culture of innovation”

Senior Manager



Introduction

The Lens

The Lens works with three groups of staff to develop **workforce innovation**:



These groups participate in two phases of The Lens: **Encouraging & Enabling Intrapreneurship** and **Developing Intrapreneurship**. The process culminates in the Final, where Intrapreneurs pitch their ideas to Judges for a share of an investment fund.

The Lens was developed as an internal programme inside a Scottish young people’s charity, Aberlour. The Founder, **Steve McCreadie**, developed it in response to the observation that good ideas were discussed for a long time without being implemented. Aberlour continue this process based on the initial development internally.

The Lens is designed to run in several cycles; annually or more frequently. It was initially designed to address the issues faced by medium sized charities of difficulty innovating in the face of reduced resources and increased demand, and increased need to innovate.

However, The Lens is likely to have a wider applicability, with the potential for it to enable workforce innovation in the public and private sectors, or work with groups of organisations on shared issues.

www.lensperspectives.co.uk

VIE

VIE* specialise in impact evaluation of innovative projects and services in the public and third sectors. They also enable organisations and groups to develop their capacity to work alongside citizens and end-users in order to co-create more desirable futures. Previous clients include central and local government, charities, social enterprises, housing associations, universities and research institutes. www.vieforlife.co.uk

Managing Director, **Jenni Inglis** (MDes, MSc, FRSA) brings a wide experience of participatory approaches to bear on bespoke projects, working with associates with specialisms in design, action research and organisational development.

The scope of the evaluation

This evaluation focuses on **learning** from how The Lens worked in its **first cycle in four charities**.

The evaluation also seeks to develop an **understanding of the effects**, or impact, of running the first cycle of The Lens and what the potential impacts could be.

The Lens does include a programme of support for winners and each organisation agreed to undertake at least two cycles in each organisation. However these elements are outside the scope of this evaluation.

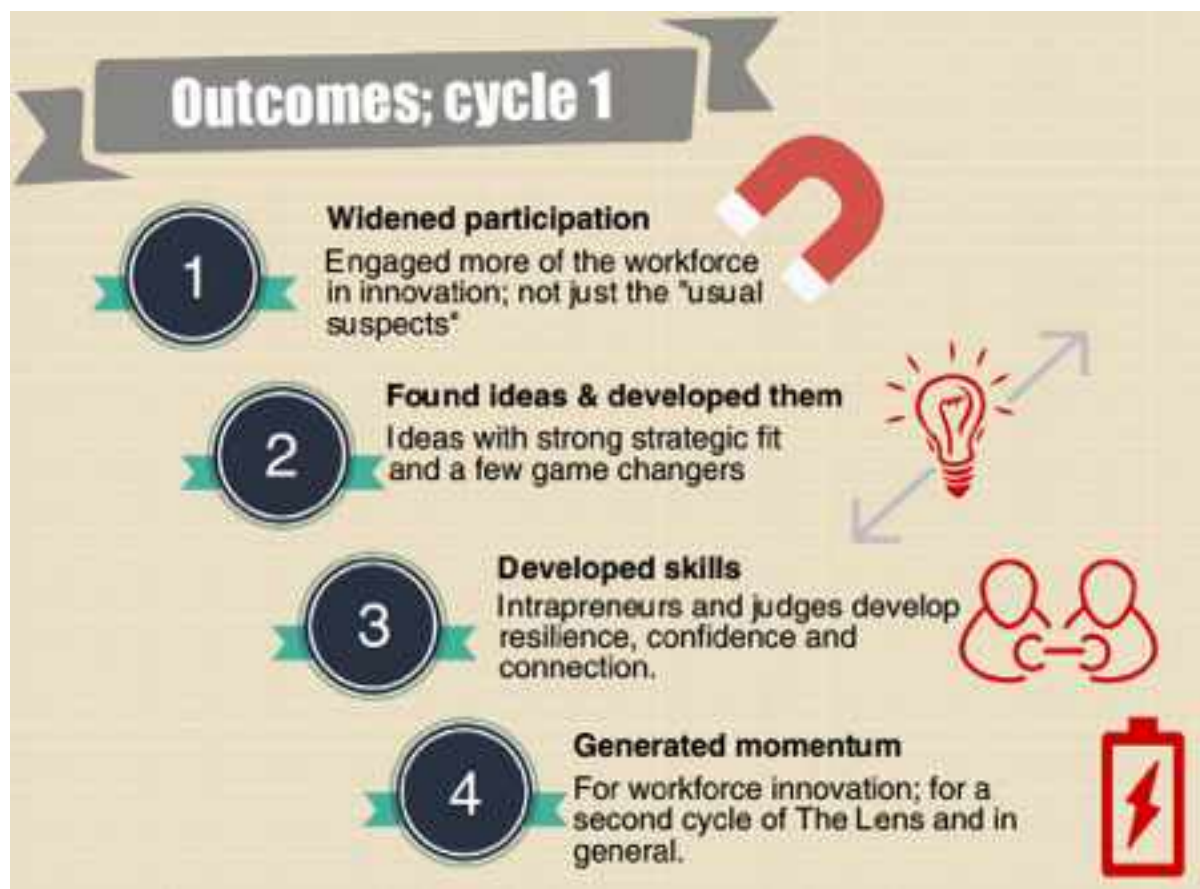
The evaluation included interviewing a sample of people in each organisation, aiming to cover the full range of experiences that participants might have had. This was supplemented by a Learning Event, attended by staff from all four organisations, at which some initial findings were tested. Appendix C includes further details of the evaluation method.

“It’s external and independent, people can feel there’s an expert dimension behind The Lens.”

Senior Manager



Outcomes



This section presents the evaluation findings about the outcomes of the first cycle of The Lens in the four organisations, i.e. the changes resulting from participation in The Lens.

1. Widened participation

The first cycle of The Lens enabled each of the organisations to **include more of their workforce in innovation**:

“The people who made it to the Final are not all people you would have expected. People have talked about it in really positive terms since. People can see that it was the first time and that it can be built on. It has been positive and more positive than I expected.” Enabler/ Senior Manager

“The Lens has made a real difference the organisation, absolutely. The people involved are support workers and as a support worker you might have an idea but may not have the confidence to go your team leader. Folk hear about that and think ‘right, I’ve got a wee idea I can go along and do it’. It will change the way we work.” Finalist

“It has changed things because there’s a structure to it whereas before it would very much depend on who you’re working for, who your line manager is. Things are really tight, so the innovation and creativity bit gets pushed to the side.”

Finalist

It is evident that, even the first time it is run, The Lens is able to attract and include people who are not the ‘usual suspects’.

2. Found & developed useful ideas

The Lens found ideas through an application process at the end of the “Encouraging Intrapreneurship” phase and then enabled the Intrapreneurs put through to the Final to develop their ideas and/or to better communicate them through a “Developing Intrapreneurship” phase.

Senior Managers and Lens Enablers agreed, when interviewed during the evaluation, with the Judges’ views that the ideas presented at the Final were a strong fit with existing organisational direction. Indeed staff were praised for the relevance and fit of their ideas:

“There’s a really good fit for us with the ideas. It fits so well into the National Health and Wellbeing Outcomes. It’s a living example of what we’re doing (for bids).” Enabler/ Senior Manager

In some cases ideas in written applications, which were not put through to the Final, were also judged to be useful by the Senior Managers.

“I was so impressed by everybody’s pitches linking in to the business perspective.”

Enabler, Senior Manager



Participating in The Lens developed the ideas

The Lens process had clearly added value by enabling the Intrapreneurs to develop their ideas. About two thirds of Intrapreneurs said they had changed their idea as a result of the developing Intrapreneurship programme. A few said their idea got bigger:

“It made my idea bigger and... more ambitious.” Finalist

“It was really good, it helped us develop it and look at it from a business angle, we didn’t think (before the training) how we could expand and take it into different areas of the company.” Finalist

At least one Finalist said their idea got more manageable:

“My idea changed a lot. I took out a whole section, I realised it was already difficult enough and that I should start smaller.” Finalist

Participating in The Lens improved idea presentation

The other third of Intrapreneurs said their idea had not changed, only the way they presented it:

“My idea stayed pretty much the same, but in terms of presentation, that changed. The biggest thing I gained was the presentation skills, it gave me something to work on.” Finalist

Learning to present well is valuable in its own right. Having the ideas well presented was highlighted as valuable to their wider organisational acceptance in one organisation:

“Actually what it did need was for people to have the visibility of the idea, and that’s what The Lens achieved.” Senior Manager

“The penny really dropped during that pitch. I think it’s a real advert for the process. I don’t know that it would have got anywhere without The Lens.”

Enabler



Therefore, participating in The Lens led to the Intrapreneurs' ideas being better developed and better presented, meaning they were a better fit and stood more chance of being heard.

3. Developed skills & capacity

Effect on Finalists

The Lens had three main effects on the Finalists, it:

- Developed **greater resilience** and increased appetite for learning
- Increased their **confidence**; to make more use of their skills, interests and observations in their job
- Developed **wider networks** and cross-organisational awareness

All of which were being, or could be, applied to their job, and were consequently **professional development**.

Greater resilience

Intrapreneurs reported greater resilience; coming from being challenged, being pushed out of their “comfort zone”, and learning to question and push themselves:

“Even though you think ‘I’m open minded’, until you’re put in a situation where you have to step back and look at a project, you don’t realise how much more you can do.” Finalist

In several Finalists this increased resilience had increased their appetite for learning and development:

“It would definitely encourage me to take advantage of any other opportunities later” Finalist

“If I had an idea I would be more forthcoming. It’s made think ‘is there anything else I can do that I didn’t know I can do?’”

Finalist



“It’s made me more prepared for continuing my own development; it gives me a bit of resilience, because if I didn’t know what I know now I might have crashed and burned with what I want to do.” **Finalist**

Increased confidence

Most Finalists reported a significant gain in confidence in themselves and their ideas. This came about partly as a result of the training and partly as a result of the recognition they felt they gained:

“I feel we can walk up to them more. I think you’re just like a number before, like just another support worker.” **Finalist**

“It was good to see colleagues being listened to but also the support coming through. Everyone was so happy for everyone, it was really good to be recognised for doing the extra work.” **Finalist**

By the Final they had increased confidence in themselves, and what they and their idea could bring to their organisation:

“It forced me to boil it down to its essence and in doing that I realised it was good and I had to go and talk to people about it.” **Finalist**

“I wouldn’t have believed it if you’d told me I’d be doing an entrepreneurial pitch because I felt my confidence was so low, that all my experience was getting old fashioned.” **Finalist**

Even those who were not lacking confidence at the start gained through the process:

“There is one who said she didn’t have a problem presenting from day one, even the difference in her from where she had started with all the tips that Steve had given her. She took all the tips on board, as did I.” **Finalist**

“At first it was like ‘it’s just an idea’ but going through the process it made it more of a reality and I could see what was possible.”

Finalist



Wider networks

The Developing Intrapreneurship programme also promoted a stronger network across the organisation, better relationships between participants at different levels and a wider understanding of the organisation:

“I just feel this has helped so much and it’s been an opportunity to meet colleagues that I’d never had met if I’d been there for 10 years. Because you’re quite isolated in your own area and that’s your world.” **Finalist**

“By the last workshop we’d built up friendships and were able to say to each other what we thought, where at the start we were really uncomfortable to say what we thought. I didn’t think that there would be managers there but I didn’t find it off-putting.” **Finalist**

“I think it’s shown managers in a better light, that we do care and we can work together.” **Finalist**

The Finalists’ own reports of increased networks and cross-organisational understanding were backed up by colleagues:

“The Lens encourages people to think more broadly across the organisation. People tend to get really passionate about their area but this gets people to think more broadly.” **Enabler/ Senior Manager**

“There are lots of pockets of innovation, the challenge is to do it in a structured way and join it up and The Lens enables us to do that.” **Senior Manager**

“I felt even the way I approach people at work has changed. I think for people in care it was brilliant.”

Finalist



Professional development

Many Intrapreneurs reported that had learnt things they could apply to their job, and some were already applying their learning. They had brought the three outcomes of increased resilience, confidence and networks together and applied them in their day-to-day work:

“It’s gave us (sic) more ideas. I’m developing training and succession planning from managers, so I am looking at a half day session to complement The Lens.”
Finalist

“I have to do presentations in my job so it has definitely helped me with that.”
Finalist

“It was a different way of looking everything basically. You are looking at who it’s for from different angles; we can apply it to our work. We’re just in the process of reshaping our groups at the moment. ‘Cos the number of groups has grown, so were looking at what’s working and what’s not and the benefit of each of them. The ones that are not so valuable we’ll maybe scale down.” Finalist

Senior Managers highlighted the importance to the organisation of skills developed by The Lens:

“Care has really changed significantly in the last few years. There’s much more of a focus on performance and business. Everyone in care will have to pitch in some respects. So actually the training will work for all our managers and not just managers, you’ve got to be able to sell without it becoming contrived.”
Enabler/ Senior Manager

“The storytelling was really good, that’s the one I’ve applied to my own job, like different actions and approaches you can take to communicating.”

Finalist



Effect on Judges

The Lens did not only have an effect on the participating Intrapreneurs. Judges without previous decision-making experience said that they had become more confident in themselves:

“Even my line manager has said that she can see me confidence wise – she said something along the lines that they could see me blossoming, I do believe I was put forward as a development that it was to help me as well as to have our area covered. It has helped me with speaking in public, I think, I can see myself being more confident.” Judge

For Judges who did have previous decision-making experience, their participation was more about making a contribution. However several Judges said that participating in the process had made them even more enthusiastic about innovation.

Judges also felt more appreciated and recognised by the organisation:

“I also just felt that it was nice to be asked to be a Judge and that makes you feel valued in your work place.” Judge

Lastly, all Judges said that they had built relationships across the organisation:

“I wouldn’t usually work with those folk so was nice to get to know them.” Judge

“The organisation like to have a cross-section of staff for projects but that’s the most work I’ve done with HR. I was nice to meet people in slightly different jobs there was a lot of discussion about oh that’s how it works in my area and you should come to my area and see how it works. So stronger links.” Judge

“It’s been really nice to work with different colleagues, I’ve got a much better relationship.”

Judge



Effect on Enablers

Enablers tended to start by reporting the changes they saw in others and the organisation, which they found inspiring:

“Seeing the enthusiasm from our applicants when discussing their idea- so much potential!” Enabler

Enablers did not tend to report that participating in The Lens, including in the Enablers Workshop, had changed them in any way. There may be a gap in the extent to which the first cycle of The Lens reaches Enablers who are not already converts to the idea that bottom-up innovation is important. However it is likely that by the second cycle more people would act as Enablers:

“You can feel the difference at the leadership forum. People were open about what innovation could actually do.” Enabler

4. Generated momentum

Ultimately these effects on participants culminated in a buzz around innovation in the organisation. Respondents thought that the first cycle had generated momentum and that running further cycles would strengthen the effect:

“We will make sure it makes a difference. We will do The Lens again. We will make sure people hear about what it’s about, see the pictures, we’ll show that it’s not just managers getting involved. I think there will be many more ideas.”
Enabler/ Senior Manager

“Meetings can get quite lingo orientated, but with The Lens people can really **see** the benefits of innovation.”

Enabler



“The longer it went on the more I saw the value in it. I think a lot of people would feel like that; now they can see the full benefit they can see what their role would be in it next time.” **Enabler**

“I’ve told at least 25 people and I know our team are up for it next time. There were people that had no interest at all, there’s a girl that I know wants to go for it now, she had no interest.” **Finalist**

However the effect was felt beyond people having ideas for a second round:

“The benefits to staff are really huge. There is a huge change, I remember the first pitch and the difference in the last. It’s a huge asset; we’re quite pioneering here so it’s only going to be a really good thing, to have people so confident.” **Enabler/ Senior Manager**

So The Lens does generate momentum for workforce innovation- i.e. it helps organisations to work towards including more staff in innovation and the ideas developed are useful.

Senior Managers tended to agree that there was strong rationale for continuing to work with The Lens:

“There’s been so much that we’ve got for our small investment, if you were trying to attract the sort of input that Steve’s attracted by yourself your investment wouldn’t go very far.” **Senior Manger**

“People might not feel it had the same kudos if it was an internal process.” **Senior Manager**

“The reality is that we’ll get very tangible things that we can use in the business too, but the people aspect has been great.” **Senior Manager**

“It has delivered on what we wanted, it’s generated huge excitement and energy”

Senior Manager



Why do these outcomes matter?

This section of the report considers why these four outcomes from the first cycle might matter:

- Why is it important to focus on **including more people in innovation efforts** inside organisations?
- What are the **implications of the ideas** identified in the first cycle?
- What are the **implications of the skills and capabilities** The Lens develops in Intrapreneurs?
- Why is **momentum** important?

Workforce innovation

Innovation

Innovation is often considered important in the public and third sectors because of shrinking resources and increased demands. There is some evidence that these challenges disproportionately affect medium sized charities (NCVO, 2015).

As a result of such pressures, over the last 20 years, researchers have noted an increased attention to innovation in social-purpose organisations (also known as third sector organisations, or in America nonprofits):

“An emerging trend of nonprofit organizations engaging in a wide range of social entrepreneurship activities (Johnson, 2000) has occurred.” Stull (2005)

“Innovative organisations are made up of a whole series of innovation – a lot of which outsiders to the company may never even see.”

Larry Smith, Professor,
University of Waterloo, CA



This attention to innovation in the social purpose organisations is supported by policy-makers in Scotland:

“The concept of building the mindset in the third sector in Scotland is very appealing. I think that if we could show that it is applicable in the third sector, and facing the current realities, then it would be worthwhile. It meets mindset but also outcomes of colleagues in the Third Sector Division.” Strategic Partner

Innovation is also considered important for the the economy. Scottish Enterprise are interested in increasing the number of “Innovation Active” organisations in Scotland, those who have “launched a new product, intimated a new process or launched a new service” and those who “expend money or resource on areas that are associated with innovation”. This is because of an aim for Scotland to equal the best performing nations on such measures of business innovation.

Workforce innovation culture

Social problems are becoming increasingly complex and interconnected. Therefore rather than simply focus on innovation, many researchers and practitioners talk about the importance of including a wider range of people in initiatives aimed at innovation. The importance of including the ‘front-line’ - people working directly with those that social-purpose organisations work for - in change initiatives is specifically highlighted by many; e.g.:

“Practitioners understand the need for change through their hands-on work and may use their experience to diagnose what is wrong and how it could be improved.” NPC and Lankelly Chase (2015)

“Even if you walked away from The Lens process with no money to show for it the process was brilliant.”

Finalist



Involvement of a wider range of employees in innovation has also been widely recognised as important to private companies' productivity and competitiveness:

“Growing evidence shows that workplace innovation practices which empower employees to make day-to-day-decisions, challenge established practices, contribute ideas, and be heard at the most senior levels, lead to better business results, as well as enhanced workforce health and engagement.” Totterdill (2015)

The Lens achieves this type of inclusion in innovation by providing a vehicle for employees to have their ideas heard. As Totterdill (2015) suggests, this may in fact be the most important aspect of The Lens, more important than the type of ideas that it attracts. Empowerment to participate in innovation is found to *lead* to better business results.

Some of the Senior Managers interviewed understood the importance of workforce innovation and had been attracted to The Lens because it delivers this:

“This is an ear to the ground, it's just trying to be close to people, that's why The Lens is so attractive. It is about that triangle; turning it on its head.” Senior Manager

Popular innovation writer Stefan Lindegaard agrees with this view, suggesting that it is important to put “people first, process next then ideas” because nothing happens without “top down support from executives, bottom up action of engaged employees and middle managers who set the right objectives and incentives”. Paraphrased from Lindegaard (2016)

Although, at first glance, The Lens may appear to be about ideas first and foremost, the way that it is designed is in fact to empower employees, both as Intrapreneurs and Judges, and enthuse managers. This is evident in the agreements that The Lens signs with partner organisations, the programme design as a whole and the results for most participants. It is also evident in the way strategic partners think about it:

“I supported this as a mind-set issue and we'll be able to get some anecdotal pieces but actually it can impact on the sustainability of the organisations and fits in with the preventative spend.” Strategic Partner

As the quote underlines, the ideas themselves do also need to be useful, and indeed put into practice. The significance of the type of ideas is considered in the next section.

Ideas in the first cycle

This sub-section considers the implications of the ideas identified in the first cycle.

The Lens attracted a total of 32 ideas across the four organisations, with 21 ideas put through the the Finals and 11 winning ideas. Winning ideas are summarised in the table below:

Organisation	Winner	Winning Idea
Cornerstone	Lysia Abercrombie	Sis-Bro @ Growing Together – A group that supports siblings of people with complex needs.
	Clare Scott	HAPPE- (Homunuculi approach – a programme to help young people deal with difficult emotions.
	Shona Murray & Cathy McCabe	The Five Senses – a multisensory space for people with complex sensory needs.
	Jimmy Nicol & Geraldine Whitson	Connects Multimedia – a multimedia activity group that develops creative skills.
Loretto Care	Andrew Lister	Health and Wellbeing Activities Zone – a feasibility study for a shared Loretto/Wheatley Centre.
	Carol Graham & Ruth Miller	Brew n a Chew Internet Café – low cost meals & snacks for people experiencing homelessness/poverty. With internet support; facilitating access to benefits and housing applications.
	Amanda Brown	Walking Football – provides an alternative fitness programme and will enhance team and social skills.
	Kate Keltie	Bee Enterprises – a social enterprise involving the people we work for in the keeping of bees for honey.
	David Roxburgh	Community Networks – led by older people to reduce isolation, support independence & wellbeing within their community
Prince's Trust	Stuart Fyfe	Embedded Mental Health Support – integrates psychotherapy approaches and support within Princes Trust programmes.
	Michael Wield	Yoga – as a tool to reduce absence, increase morale and support young people.

Most of the winning ideas can be classified as new services or new ways of delivering services. A few have a clear income generating angle, such as Kate Keltie's 'Bee Enterprises'.

As already reported, senior managers agreed with the Judges that the ideas tended to be supportive of pre-existing organisational strategy.

Whilst the fact that the ideas were judged to have a strong organisational fit is likely to be a good thing in general, some more radical innovation might be useful or necessary. Much of the innovation literature is concerned with transformative innovation on the

grounds that the operating context for organisations is more complex, connected and faster paced. Therefore it is said that organisations will fail if they do not build innovation culture, including the capacity for more radical innovation.

There is evidence that - even in the first cycle of The Lens - a few ideas that challenged the organisations' stated positions were indeed received, so it is useful to consider how they were viewed. In one organisation an idea that challenged the way things were commonly done- but had not been put through to the Final- was identified by a senior manager. This manager also identified that there were elements of challenge in one of the ideas that had made it to the Final:

“One idea made me stop and think because I thought, ‘they’re not agreeing with everything that we’re doing in the organisation’. I loved that. I loved all the ideas, but the others were improvements on our service. Maybe one of the others was challenging to some extent.” Senior Manager

The interviews with other staff in this organisation suggest that people did not feel constrained in the ideas they could put forward. The Senior Manager also stated that they particularly liked the idea that had not been put through to the Final and were supporting it anyway. There are opportunities for this organisation to promote what has been done with these ideas in the next cycle of The Lens and encourage people with more radical ideas. This is a significant opportunity for the organisation.

A further reason for being concerned about radical ideas in The Lens process is that staff with the ability to identify more radical ideas might become detractors from the process if those ideas were to be rejected. If employee empowerment is the crucial aspect of a positive innovation culture then the risk of an unintended consequence of discouraging those with ideas that “don’t fit” should be taken seriously. If they are not it could lead not only to a loss of brand value for The Lens but a backlash against workforce innovation more widely in the organisation.

“They’re not agreeing with everything that we’re doing in the organisation. I loved that.”

Senior Manager



A number of authors have called the tendency to reject ideas that are very different to the norm in an organisation a 'Corporate Immune System', likening to the physiological immune system that attacks foreign bodies:

"One way of viewing this process, we suggest, is to see the initiative as an alien body that the 'corporate immune system' seeks to destroy. This is because the merits of any given initiative cannot be known in advance, so the expectations of actors within the organization of its likely value is such that they would prefer to make a type I error (reject a promising initiative) than a type II error (let through a rogue initiative). This may, in fact, be the correct side to err towards if one is going to err at all, but it does mean that many promising initiatives are probably lost." Birkinshaw and Ridderstråle (1999)

There is some evidence that the 'Corporate Immune System' may have appeared during the first cycle of The Lens. Judges, Enablers and Intrapreneurs clearly identified at least two ideas put forward to be challenging to the norm:

"I'm happy to be proved wrong but I don't think The Lens has impacted the thinking of Senior Management Team. Throughout the training it comes up 'don't be wed to your solution, be wed to the problem' and so it's quite interesting to hear that and then notice that the senior management are already wed to their solution. So if an idea is something that would have to shift them away from their already decided solution then you've got your work cut out." Finalist

Two applicants felt their ideas had been misunderstood:

"There is no feedback that was negative about how I had structured the application, it was just that they already thought they were doing it and I didn't think there were." Applicant

"I'm still not hugely optimistic about whether this will turn into something long-term." Finalist

Some managers explained a top-down focus in the organisation was not necessarily an issue, or was unavoidable:

"Throughout the recession these programmes have been very effective and got us through. That could make us seem rigid." Enabler

"It's a classic thing of the UK team saying you do your core program and that's what you do." Senior Manager

"The challenges are not enough resources and the constant drive for targets which often feel top-down." Senior Manager

An important feature of the design of The Lens, intended to avoid ideas being rejected for not fitting with norms, is that the judging panel does not include senior managers. However in one case this principle was overlooked, with some consequences:

“Talking to a couple of other people that didn’t get through, the panel was being kind of led by senior management.” Applicant

Recommendation - bypassing the ‘Corporate Immune System’

Any tendency in a partner organisation to reject very different ideas could be an issue for the success of The Lens. However it appears to be something that the composition of the judging panel - peers of the intrapreneurs - should initially overcome. Therefore this design principle should never be compromised in future. The judging panel, and senior leaders, should be introduced to the idea of the “Corporate Immune System” and have the opportunity to support and challenge each other to overcome it.

It is also important that winning ideas are fully supported and not expected to fit in with pre-existing management decisions. The Lens should consider developing implementation support that goes beyond mentoring to winners, to help managers plan for implementation.

Intrapreneurial capabilities

Positive effects

The first cycle built three intrapreneurial capabilities; resilience, confidence and connectivity. These capabilities - together with learning from the training sessions - had been applied to participants’ day jobs to varying degrees.

The implications of these capabilities for innovation culture in the organisations is considered in this section by considering the links to the five skills of innovators that Dyer et al (2009) highlight:

- Being **more resilient** links to Dyer’s skill 2 – **questioning** because innovative thinkers need to be able to hold different ideas in mind at the same time, embrace constraints and play devil’s advocate.
- Being **more confident** links to Dyer’s skill 4 – **experimenting** because what the sort of confidence that the Intrapreneurs gained through The Lens related to being prepared to take action to test their ideas.

- Being **more connected** is Dyer's skill 5 – **networking** because many innovations have been found to come from people who network with diverse people.

Dyer outlines a further two skills. Skill 1 is **associating**, which is about making connections between seemingly unrelated things. Skill 3 is about **observing** how people behave and gaining insights from that. The Intrapreneurs appeared to already be strong at observing, their ideas came from observations from their daily interactions, therefore they perhaps do not need further training in that. The missing skill development appears to be **associating**.

Recommendation - building 'association' skills

The Lens could consider how to build further association skills in Intrapreneurs for them to be to make connections between seemingly unrelated things and increase the novelty of their ideas and potential to make a difference.

Risks

Whilst nearly all the Intrapreneurs who participated in the evaluation reported a very positive experience, there remains a risk of unintended consequences as a result of people contributing a lot of their own time to engage in the process. Indeed employee engagement is known for extra effort:

"A recurring theme in the literature is the idea that engagement involves workers 'going the extra mile', and exerting discretionary effort over and above what is normally expected." 4-consulting & DTZ Consulting & Research (2007)

Therefore it is important that the organisation does not inadvertently exploit those who are prepared to go the extra mile. The biggest risk is that people feel the time spent developing their ideas is wasted and the skills they've developed do not outweigh what they've put in.

Intrapreneurs did not all find their managers to be as supportive of their undertaking the process as the Enablers tended to think the organisation had been:

"We did make it work but feedback to my organisation is that we were made to feel very guilty." Finalist

"It's new to my line manager and they don't know either. The senior manager has been supportive and I think you'd find next year that they'd be more supportive." Finalist

“My boss was cracking up about the holidays, I needed six days off and when I requested it I was like walking on egg-shells.” Finalist

Several Intrapreneurs had worked on their applications and their pitches in their own time, either because they found it easier or because they felt they had no choice. This disproportionately affected sessional and part-time workers:

“I didn’t put a lot of time in, maybe about 10 hours. Some of that was out of work time. The biggest bit I did at home was editing.” Finalist

“It was just easier to do it at home where it is quiet.” Finalist

“Another girl, who didn’t get invested, had taken two days annual leave to do it. It’s for her work so I don’t know why she had to do that.” Finalist

“We had to use spare time to practice because we couldn’t use any more work time.” Finalist

One Intrapreneur even reported difficulty paying for transport to attend events:

“When you work part time hours it was a lot for transport costs coming out of a small wage.” Intrapreneur

Judges, especially those in more junior roles, also reported spending a significant amount of their own time:

“The manager said it wouldn’t be more than I’m doing just now. It didn’t really work out like that. It was quite stressful, time consuming, because I knew I had short listing to do. I did it in my home time.” Judge

Some people were unhappy about using their own time but others thought it was reasonable. They tended to be the ones who felt they got a lot out of the process:

“I did a bit out-with work time but I don’t mind if it’s something I’m going to benefit from as well.” Judge

Recommendation - facilitating intrapreneur involvement

To avoid the risk of staff feeling that they have been exploited there needs to be a clearer up front “contract” between the partner organisation and their staff about how much time, and travel expenses, staff can spend on The Lens and what is expected in return. More work needs to be done with middle managers and team leaders to ensure this is fully supported and put into effect.

Momentum

This final subsection considers why it is important that the first cycle of The Lens builds momentum for **workforce** innovation inside each organisation.

Future outcomes

Appendix A shows a logic model developed by VIE, based on feedback from what happened in the first cycle in the four partners. The outcomes that are projected to occur over time, with a second, and further, cycles of The Lens include:

- **Improved organisational performance** overall, including staff retention, workforce wellbeing and improved outcomes for people the organisation serves
- **Existing services are improved** and/or made more efficient
- **New services are developed** to create more outcomes and/or income
- **More challenging ideas** are put forward and acted on
- More ideas are turned from **ideas into action**

In short The Lens is expected to create wider and deeper change over time. With one cycle it is unlikely that culture changes would be sustainable. As Stephan et al (2016) highlight, processes such as The Lens are multi-level and bottom-up and as such they lead to deep, sustained change but take time to achieve change; typically several years. This is in comparison to more top-down efforts which can create change more quickly, however such change is less likely to be sustained. Therefore there is a strong argument for running several cycles of The Lens over a few years.

“The Lens has got gravitas.”

Senior Manager



Intrapreneurship context

The Lens appears to be filling a gap in the market; its strategic partners were unaware of any similar initiatives and indeed there appears to be nothing else exactly like The Lens in existence at present. Nonetheless three of the closest comparators are UQBate, Community Health Innovation (CIC), Carnegie Library Lab, and these are briefly outlined for the purposes of drawing conclusions about the position The Lens is in:

UQBate

UQBate is a Deutsche Telecom intrapreneurship programme started in Germany.

Between 2011- 2015 over 600 employees have taken part with around 400 ideas being evaluated. It starts with a week long residential, where ideas are discussed and teams formed. It operates a series of gateway reviews, with the most successful ideas being supported for up to 18 months before there is a decision to spin off, internalise in a division or shut down.

So the similarities to The Lens are:

- Also is specifically aimed at intrapreneurship
- Open to all staff
- Includes a pitching process for funding
- A number of intrapreneurs in a company participate at the same time

The differences to The Lens are:

- A residential at the start to generate ideas and form teams
- A longer process of development
- More focus on commercial viability
- Ideas that are suitable for spin out are specifically supported
- Not aimed at spreading culture and practice to other companies

Community Health Innovation CIC

Community Health Innovation (CHI) is a Community Interest Company based in England, which offers a nine-month personal development programme aimed at health care and social care workers in the public and third sectors. It aims to enable them to 'take an idea from concept to reality'. It was started by Dave Dawes and Ali Richards in 2014, building on their previous experience of setting up a similar programme called Nurse First and running it for three years.

The similarities to The Lens are:

- Specifically aimed at intrapreneurship
- Aimed at front-line workers
- Includes personal development training

The differences to The Lens are:

- Intrapreneurs may be the only person in their organisation going through the programme, and there is no support for others around them. It therefore addresses culture change in the intrapreneur's organisation only slowly
- Intrapreneurs are expected to attend significantly more training than The Lens
- Intrapreneurs are supported to pitch for external investment, a share of which is returned to CHI
- Sector specific – health and social care

Carnegie Library Lab

Carnegie Library Lab aims to help build innovation and leadership in the public library sector across the UK and Ireland by supporting personal development and innovative practice. It is a three-year programme targeted at early to mid-career individuals.

The similarities to The Lens are:

- Aimed at front-line workers
- Includes personal development training and mentoring
- Project funding is available

The differences to The Lens are:

- Intrapreneurs may be the only person in their organisation going through the programme, and there is no support for others around them. It therefore addresses culture change in the intrapreneur's organisation only slowly
- It is built around an online learning programme
- Sector specific – libraries
- Each cohort is supported for 18 months, although this may be similar to the length of time an intrapreneur is supported through The Lens when mentoring is taken into account

Learning from other intrapreneurship programmes

There appears to be no other intrapreneurship programme that is specifically aimed at building a **culture** of workforce innovation in a sector or group of organisations. No other initiative was found that works with enablers and peer-judges as well as intrapreneurs. The Lens therefore has a unique selling proposition.

“It should be selling itself as the market leader.” Strategic Partner

“I like that it’s the workforce that’s assessing applications.” Strategic Partner

It is also worth noting that, in other initiatives, the amount of time devoted to personal development and idea development tends to be higher than The Lens. Therefore The Lens has done well to devise an effective programme that can work within more resource constrained organisations. The time requirement in The Lens is probably about the lowest it could reasonably be and still be effective. It may also be useful for The Lens to explore the CHI model of supporting intrapreneurs to pitch for external funds.

Wider literature

Since it was not possible to find many directly comparable intrapreneurship approaches, a brief search for literature on other initiatives promoting the strategic management of innovation, (front-line) leadership, and organisational culture change more generally, was undertaken. This search was particularly focused on identifying systematic reviews, since such reviews cover many relevant examples of research in one paper.

There is relatively little evidence of what works in management of service innovation. Keupp et al. (2012) find conducted a systematic review of the **strategic management of innovation**. They find relatively few instances of the strategic management of service innovation having been studied; they identified only three service innovation studies as relevant for inclusion compared with sixty-one studies of product innovation and sixteen of process innovation. They also recommend that further research is undertaken into how the innovation is affected by way the company is organised.

The idea of **front-line staff as leaders** themselves, as The Lens promotes, appears to be a subject that has been very little studied. On the other hand, the way that leaders in a more senior position affect the front-line, and end users, has been studied to a much greater extent. For example, Wong et al. (2013) looked at the literature on the relationship between two type of nursing leadership, transformational (relational) and transactional (task-focused), and patient outcomes. They found some evidence that transformational leadership leads to better patient outcomes, of certain types. Two of the The Lens’ Partners clearly demonstrated a relational leadership style, focusing to a great extent on the opportunity The Lens presented to encourage staff. Whilst The Lens

did not cause this style, it appears to flourish in organisations where that style already exists.

Willis et al. (2016) conducted a systematic literature review, through analysis of sixty-eight relevant papers, to understand how **culture change is implemented and sustained** in healthcare organisations. The healthcare organisations studied are larger and more centralised than the organisations participating in The Lens this time. Nonetheless the six principles for sustainment of transformational culture change, which were identified by this review, can be used as a guide to how likely the Lens is to succeed in its goal of assisting organisations in their transformation efforts towards workforce innovation.

The fit of The Lens with these principles is assessed in the table below:

Principle from Willis et al.	The fit of The Lens with this principle
Align vision and action	The authors stress the importance of multiple actions to align with transformation vision; The Lens can act as one such aligned action in an organisation. It is important to note that other aligned actions will be necessary for an organisation to achieve sustainable transformation.
Make incremental changes	Here it was found to be important to roll initiatives out in stages in order to enable broad participation over time. The design of The Lens, repeated over several cycles, enables such incremental change. Therefore this reinforces the point that The Lens must not be seen as a one off process, and should be run several times to achieve sustainable transformation.
Foster distributed leadership	The Lens clearly fosters such distributed leadership through its formation of, and support for, a peer judging panel; enablement of frontline staff to take a lead on tackling problems and inclusion of more managers as Enablers. Therefore The Lens is naturally making a strong contribution to this aspect of sustainable transformation.
Promote staff engagement	The literature stresses opening communication channels. The Lens is all about promoting staff engagement in this way. There is some indication that the breadth of engagement will increase with further cycles of The Lens and again this underlines the importance of running more than one cycle.
Create collaborative interpersonal relationships	One of the mechanisms identified as important to this principle was to “create a shared sense of problems”, something that The Lens addresses to some extent. The first cycle of The Lens also supported collaborative relationships for example by nurturing teams around some of the ideas, connecting Enablers with Intrapreneurs and building collaboration in the Judging Panel. Greater collaboration in exploring ideas could be considered in future.
Assess cultural change	Willis et al. found not just that it was important to assess cultural change but that the ownership of data, both qualitative and quantitative, by the workforce was important. The Lens set out to collect data through an initial survey with the participating organisations, and collects further data through short videos and feedback at the end of workshops. This evaluation has made some attempt at wider ownership of data through a participatory Learning Event. Ultimately however, to stand the best chance of sustainable transformation occurring, it may be helpful for the Lens to work with partners to co-design data collection that can be used for both parties to assess cultural change on an on-going basis.

Learning about process

The Lens wished to learn as much as possible from this first cycle of delivery with the four partners. This was because The Lens programme delivered in these organisations builds on a pilot programme run in Aberlour, which has been further tested and developed significantly. It integrates a range of accepted innovation practices into a programme of development at several levels in the organisation, however pre-existing organisational culture and processes may affect how The Lens works.

A first cycle was completed in two charities that deliver care; Loretto Care and Cornerstone, and one that supports young people into employment, training and enterprise; The Prince’s Trust. A fourth charity, Carers Trust, which is a network of small organisations, started the process but was unable to complete it due to difficulties generating interest amongst their network partners. Further analysis on page 48.

This section presents the learning from the first cycle in the organisations in terms of:

- What participants thought of **quality, timing and communication**
- **Who got involved** in the first cycle
- How **Encouraging Intrapreneurship** and the initial **Application** process went
- How **Developing Intrapreneurship and the Final** went

It presents feedback from participants, including their suggestions for improvement. Where modifications to future programmes have already been made by The Lens, based on this feedback, this has been noted.

“The Lens has been designed very, very well”

Enabler



Quality, timing and communication

Quality

The programme was universally judged by participants, including Finalists, Enablers and Judges, to be of a high quality. It was also Judged to be a significant experience for those who were Finalists:

“Just couldn’t believe the opportunities for training.” Finalist

“It has been a great experience, something I wouldn’t normally get working in this sector.” Finalist

“The process looks well thought through and appropriate.” Strategic Partner

It is a mark of their overwhelmingly positive experience that all Finalists, Judges and Enablers interviewed thought a second cycle should be run:

“100% it should be run again. There are so many talented people in the organisation, so many people with skills outside being care professionals and this is their chance to do something really different.” Judge

Timing

Although the programme as a whole was well received, there were a few teething problems that participants feedback on. A common complaint was a lack of lead-time and other difficulties scheduling diaries, caused in part by Partners re-negotiating the closing dates. This then led to what was felt to be insufficient time between the judging of the applications and the start of the Developing Intrapreneurship programme:

“I missed the first workshop because the time was quite tight.” Finalist

“The negatives were the timescale after the cut off date. I must received a dozen emails saying like ‘you’re a Finalist’, and ‘the first workshop’s the following week’. That’s probably just the first time doing it.” Finalist

Some people thought that there was insufficient time between raising awareness through the Encouraging Entrepreneurship programme and the application deadline:

“We had information days for staff to come in and talk about their application and I think that worked really well. From the sessions we had had over 30 ideas from this area alone. I think if it had been a longer lead to the deadline we would have had more applications.” Judge

Other issues like delays between judging of the applications and applicants receiving feedback were also noted by some:

“We were told that we would get telephone feedback but that was another week after some people found out did feel a bit geographically disadvantaged.”

Applicant

“I would do the feedback differently; plan a time to do it in advance.”

Judge

Recommendation - programming

Dates for the workshops that form the programme should be set several months in advance and communicated to potential participants to enable them to plan their time and arrange cover as necessary. The Enablers' workshop is key to setting a timeline that all are happy with and can support.

This feedback has been taken account of for future runs of The Lens process in all organisations.

Communication

Many participants identified the opportunity to improve communication of what the programme involved, including how exciting it is and how much of a time commitment it would be:

“I think they should put more information about what exactly were going to get up to. I had no idea we can get all these exciting workshops. If I'd known that I'd been a lot more excited about it. Need to tell people this is what's going to be happening.” Finalist

“I think we thought we would only be presenting to the Judges; we didn't realise there was the big event at the Final. During the training it became clear that there would be 80 people there.” Finalist

“Some wording that describes the training, like ‘business model canvas’, sounds so boring and then you go along and it's fantastic.”

Finalist



However a few people highlighted a risk of explaining more clearly upfront:

“Some people said they would never have applied if they had known they had to do it in front of an audience.” **Finalist**

A few people also thought that it wasn't clear from the outset who the programme was for, or what sorts of ideas:

“We were all bit confused at the start because the organisation made out like it had to be an app, or something. It took about a month to get that clarified.”
Finalist

For next time people thought more face-to-face communication would aid awareness-raising:

“The main thing that would make a difference would be reaching out to support workers and support assistants. Is not always easy when you're working in the community to get the information across through emails and that. More face-to-face is better.” **Finalist**

This is something that is easier to address in the second cycle of The Lens in an organisation because there will be a core of advocates with experience of what it means:

“The people that have been through the process should be used next year to promote it. Everyone had a positive experience so they should use us to promote the fact that it is great.” **Finalist**

To some extent it will be promoted naturally by previous participants:

“When I have been in the office, I've been talking about it a lot. I definitely 100% encourage people to go for it.” **Finalist**

“Everyone I've spoken to I said 'it's fantastic, think about it even if you've got a wee seed of an idea.'” **Finalist**

In the first cycle in a new organisation it may be helpful to invite people from other organisations to share their experience.

Some people also thought that it could be clearer who could be invited to the Final:

“I think you can start saying at the beginning “who do you want to invite to the Final?” Some people were asking me ‘can I bring my mum or my gran?’ and I didn't know. I think it's nice that should be more of a celebration you can guarantee you that people will be talking about it at home because it's so intense. To me it shouldn't just be people from the organisation at the Final.” **Enabler**

“I would have liked more people at the Final.” **Finalist**

Recommendations - communications

There is clearly a need to fine-tune the communications, both in terms of style and in terms of content. Although it is possible that doing so may put a few people off, it is vital to communicate the nature of the training and the Final to prospective applicants as early as possible.

Using the testimony of previous Finalists is likely to be a powerful and tool in building confidence in a wider group of staff that The Lens is “for people like us”.

Who got involved in the first cycle?

This section profiles the organisations and participants in The Lens in this first cycle in three organisations.

The organisations

Organisations were either approached by The Lens or approached The Lens. They all go through a process of engagement so that the Senior Manager and, if necessary, board understands and agrees to commit sufficient resources and follow the important aspects of the process.

The four organisations that started the process were:

Cornerstone

Cornerstone is a Scottish Charity that provides support for adults, children and young people with disabilities and other support needs.

Cornerstone decided that The Lens would initially be run as an opportunity in their West division only. There are around 900 staff in Cornerstone West.

Loretto Care

Loretto Care is part of Wheatley Group a housing, care and property-management group. Loretto Care provides care and support to around 1800 people.

There are around 600 staff in Loretto Care. The first cycle of The Lens was open to Intrapreneurs in Loretto Care but a few staff from Wheatley Group were additionally involved in Judging and Enabling.

Prince's Trust

The Prince's Trust is a UK-wide charity helping young people aged 13 to 30 get into jobs, education and training. HRH Prince Charles is the Patron of the organisation.

There are around 150 staff in Scotland, based in one of three centres of which Glasgow is the largest. The first cycle of The Lens was open to staff across Scotland.

Carers Trust

The Carers Trust is a UK-wide charity. It is network of small voluntary groups providing support to carers. There are 19 staff in the Scotland office and 19 network partners across Scotland with a total of 308 staff providing support to carers.

The first cycle of The Lens was open to staff in any of the Network Partners in Scotland. Judges were recruited from Network Partners in England, the Carers Trust itself. A carer was also recruited as a Judge.

Prior innovation culture

Prior to The Lens starting in each of the organisations, a survey was run to gain a snapshot of the innovation systems and culture in each organisation. A total of 186 responses were received. Respondents gave an average of just over three out of a possible five points when asked how confident they would be in pursuing any of their ideas. Respondents also rated themselves most highly on the innovation skill of observing and lowest on the skill of associating; making connections between seemingly unrelated ideas. There were variations between organisations but the response rates are mostly too low to be confident in the results per organisation.

The prior innovation culture in each organisation was also discussed with interviewees in the three organisations that completed their first cycle.

Most Intrapreneurs thought their organisations were reasonably open to ideas before The Lens:

"If I'd had an idea I would have just talked to my line manager. But it would maybe just have been more to do the people I support directly. But now I've done all this training I might come up with some bigger ideas." Finalist

"I'd say they are quite open to you using different parts of your skill base." Finalist

Around a third of those interviewed had been cautious about being too innovative in their organisation prior to The Lens or thought their organisation wouldn't respond:

"I'd had conversations with people I knew might be receptive but I was always wary that when it got to a certain level it might be stopped." Finalist

“I left these questions with my manager but I don’t know the extent to which it is a priority for them.” Applicant

“Everything I hear is ‘we’ve already made the decision.’” Finalist

In one case this was because of bad experiences attempting to innovate within previous employment, rather than a specific experience with their current employer.

Even though they highlighted existing positive aspects of innovation culture, senior staff and Enablers tended to be keen to be more innovative:

“It’s quite an innovative organisation, if you look across the organisation at what we do it’s quite exciting. However, it’s kind of unevenly distributed and tended to be a small group of people and this was saying that everybody could do that and it doesn’t matter where your starting.” Senior Manager

So the partner organisations were already trying to stimulate workforce innovation prior to The Lens, however they felt The Lens could help them develop further.

Systems

The survey run prior to The Lens commencing included a question “Is there a process for developing ideas in the organisation?” 52% of respondents answered “yes” to this question.

The Senior Managers in all organisations outlined that they already had some kind of innovation or improvement processes in place that could be used by staff. However, they mostly agreed that those systems did not encourage as much bottom up innovation as they would like:

“I think the organisation tries hard to promote innovation and creativity. There’s a process. Our management team regularly encourage people to put forward ideas. All managers look at ideas. It just doesn’t happen. All the processes are in place but I don’t know if it’s that it is nerve-wracking. That’s something I was already aware of that people thought their ideas wouldn’t go anywhere. So I like that there’s an avenue for it to happen (in The Lens).” Enabler

Nonetheless, one of the Enablers felt their system was working acceptably already:

“We as managers have innovation as a standard item. The organisation has always been interested in innovation from all staff, not just top down. You’ll find each manager has different means to capture innovation. In my area we’ve progressed several staff ideas in the last three months.” Enabler

Recommendation - initial survey

Any future surveys should ask a slightly different question, to gather information more relevant to The Lens e.g. 'Is there a process for staff at all levels in the organisation to propose and develop ideas?'

Any surveys should also ask respondents to indicate their position in the organisation, by asking e.g. if they are part of the Senior Manager or have any line or budget management responsibilities; indicating middle management.

The Intrapreneurs

Selection

The process in each organisation was initially open to all staff, with an emphasis on front-line staff participation. Finalists were selected based on their written applications, containing a proposed idea.

Challenges in their job role

All the Intrapreneurs that were interviewed were asked about the main challenge they face in their day job. The challenges that the Intrapreneurs reported depended to a large extent on whether or not they had line management responsibility. Those with such responsibility reported challenges that largely concerned juggling resources. Those without such responsibility reported challenges mostly concerning responding to the needs of end users, who they referred to 'as people we work for' or 'young people' according to the organisation.

Most participants did not consider themselves to be innovators

Most of those interviewed did not consider themselves to have been innovators in the past:

"I wouldn't have thought of myself as an innovator, I would not shout about things, that's not my style." Intrapreneur

"Before The Lens I never really thought of myself as an innovator." Intrapreneur

Nonetheless several people very clearly had a history of coming up with a lot of ideas one of those explained that the team they work in is an explicitly creative team:

"Everyone in my team has got their own talents, and we're picked for that, so by nature we're innovators." Intrapreneur

Half needed encouragement to apply

Most of the Intrapreneurs had heard about The Lens through word-of-mouth or an event. Only two of the ten interviewed talked about the emails they'd been sent about The Lens.

Around half were excited from the outset about the opportunity and half needed some encouragement to consider it:

"It was really my line manager who suggested that I go for it." Finalist

A few people reported the partnership with The Lens was important to them believing their idea would be taken seriously:

"My initial reaction was 'I know exactly what I'm putting forward here'. I thought 'this is my opportunity, given the agreement to work with The Lens'" Finalist

"The partnership meant I felt I had license or permission." Finalist

Most had had the idea for months

None of those interviewed reported having come up with their idea entirely in order to apply to The Lens.

Most applicants said their idea had been formed a few months or even years before The Lens. They had not previously devoted much time to developing their ideas. This was either because they thought it would not be accepted by the organisation, or because they thought they would be hard to fund. In one case the applicant thought they could make their idea happen anyway and saw The Lens mainly as an opportunity to accelerate progress.

So the application deadline for The Lens acts as a catalyst for intrapreneurs to put form their ideas:

"I shaped the idea for The Lens but it's always been something that I thought would be particularly effective." Finalist

"I think it was shooing about in my head but I didn't put legs to it, because I'd just started my job." Finalist

Managers as Intrapreneurs

The Lens is aimed at encouraging front-line staff as innovators. However, some managers did participate as Finalists in all three organisations. This was largely judged as not a problem or even positive:

“I think there was a really good spread in the end of who had come from a mix of different functions. There was a mixture of different levels of staff. I think some people had taken the message that this wasn’t for managers and that’s fair enough but actually when it came to the Final there were managers and that was good because it hadn’t been just one group of people. It did get a bit confused and some people were quite rigid about it but I think it worked out in the end.”

Judge

“Initially I thought it was an opportunity for staff not really for us. It should definitely be mixed in future whoever has an idea should put forward. Everyone should be given the opportunity.” Finalist

“It has given us a chance to be on a level with our boss. Before they made all the decisions. It’s given us an insight into what they do, like budgets and how the company works and they got more of an insight into what we do.” Finalist

Senior Managers tended to agree that managers should be included:

“I know that one manager did it to set an example. I’d want to leave it open to everyone. I’m trying to sell it as an inclusive thing.” Senior Manager

However there needs to be clearer communication about who can participate in order to avoid Enablers and others feeling negative about the process:

“It got a bit confused, like is this not for anyone at any level, it got a bit mixed messages.” Judge

“The other thing was that, as Enablers, we were kind of instructed it wouldn’t be good for us to put ideas forward, but a couple of the Enablers never turned up which mean that they could, which was a wee bit off to me.” Enabler

Recommendation - clarity around who can apply

The majority of participants thought having a mix of staff at different levels participate was a positive thing. Communication about who can apply as an Intrapreneur needs to clearly state that the programme is for any staff member, but that those with line management responsibilities are encouraged to include members of their team as co-Intrapreneurs.

The Judges

Selection

The design of the judging panel is part of The Lens programme; final composition is agreed jointly with partners. The design principle is to achieve a balance of different functions and create a panel that is seen as ‘peers’ by the Intrapreneurs; i.e. without senior managers. In a few cases people asked to be Judges when they had heard about The Lens and these were accepted where there was a fit. Mostly Judges were included by invitation. In one organisation The Lens reluctantly agreed to a senior manager being included in the judging panel.

Judges came from a variety of roles; administrators, human resources assistants, front-line staff, team leaders, finance and business development.

Challenges in their job role

Judges reports of the main challenge they face display a similar split to that evident in the Intrapreneurs, depending on whether they had line management responsibility or not. One of the Judges did report a slightly different sort of challenge; that they spent a significant amount of time alone, covering a wide area.

Prior experience of decision making

Some Judges had prior involvement in decision making in the organisation, others did not. Those in management positions were more likely to have been involved in decision-making in the past, and those without line management responsibility less likely:

“Have I been involved in decisions like this before? No not at all. I don’t even make decisions within my area. It was a big thing not knowing, what if I don’t make the right judgement call. I was a bit worried about that but after the first session it all became clear.” Judge

“It was a big step out of my comfort zone.”

Judge



The Enablers

Selection

Most Enablers reported having been volunteered or that it was simply expected that they would act as an Enabler to the process. The majority of Enablers were middle or senior managers in the organisation, however other Enablers included a graduate trainee, and people in business development functions. There was a day's workshop specifically for Enablers but some Senior Managers, responsible for the decision to work with The Lens, acted as Enablers without attending that workshop.

Challenges in their job role

A significant proportion of Enablers and Senior Managers reported that they found it a challenge to enable others in the organisation to see the connections between things, or to make those connections directly:

“You need very flexible adaptable skills and you have pockets of specialist skills to draw on. It's a substantive amount to know about as a manager.” Enabler

“Just joining the dots up.” Senior Manager

“We provide such a wide variety of services that it is hard to stay in touch.” Senior Manager

Another common challenge was reduced resources and increased demand:

“The key challenge is how to grow and innovate when money from councils is fixed.” Senior Manager

“Shrinking public sector funds. Young people becoming harder to reach.” Enabler

“We have got a very innovative workforce but we often didn't have the time.”

Enabler



The Lens was thought to be a significant help with these challenges:

“The Lens does join the dots it has made people think about how to join the dots quicker.” Senior Manager

“Previously, innovation was more restricted to managers, so having something for front-line staff, it absolutely brings it to the forefront.” Senior Manager

Prior experience of enabling innovation

Most Enablers said that they had had some involvement in enabling innovation from staff, but they said this had not always been easy and had been hard to prioritise:

“Innovation was always expected of us as managers. We were always expected to look for talent that’s tricky when you got a day job is about regulation. We set up ways to share ideas at a regular forum and online. I would say we have got a very innovative workforce but we often didn’t have the time because you’re often responding to changes outside.”

Conclusions

The analysis in the preceding section suggests that the organisations that participated in this first cycle in 2016 were all organisations with a prior interest in workforce innovation. It is also clear that a significant number of staff did not feel confident to participate. This is an indication that the organisations’ views that they could each improve the extent of workforce innovation were correct.

Encouraging & Enabling Intrapreneurship

This section looks at the detail of how the elements of the programme worked for the participants. After an organisation has signed a partnership agreement with The Lens, two distinct phases of the programme are delivered. The first phase encompasses **Encouraging Intrapreneurship and Enabling Intrapreneurship**, which run in parallel. It culminates in judging of written applications. The diagram below shows the two phases and the elements in each. This section concentrates on the experience of Encouraging & Enabling Intrapreneurship.



Experience of Encouraging & Enabling Intrapreneurship

Studios

Many applicants found the Studios important either to the decision to apply or their understanding of what the Judges would be looking for.

Studios

Studios are individual sessions providing guidance and consultation to staff considering making an application; with further studio sessions available in preparation for the Final.

“The studio was a gateway in because if Jane hadn’t explained it I wouldn’t have applied.” Finalist

“I had a meeting with Jane beforehand and that brought me a lot of clarity, that totally taught me that I’d put in an application form. That was a turning point for me.” Finalist

“I had a catch up with Jane and that was two to three weeks before the application deadline and it was really useful, it shifted my thinking.” Finalist

Flashbulbs

One applicant found the Flashbulbs re-awoke their interest in innovation:

“There were a lot of emails about The Lens. From hearing about it I knew I’d be interested... The kind of things they were talking about in the Flashbulbs rung a bell for me from a previous job.” Finalist

Flashbulbs

A 12 week suite of online resources and guides to encourage Intrapreneurship emailed to all staff.

However, most applicants had not read the Flashbulbs:

“The Flashbulbs and the emails were less useful to me because of pressure of time.” Finalist

“I did get some Flashbulbs sent through. I didn’t have time to look at them in my job.” Finalist

“Weekly flashbulbs might have come across as spam, might be better to use later in the competition.” Learning Event Participant

In one organisation, participants said that they would read material on their intranet site but not emails. In another they suggested existing TV screens in reception areas would be a useful vehicle to reach staff.

Recommendation - Flashbulbs & Studios

Consider paring back the Flashbulbs, e.g. only sending 6 instead of 12. Increase the number of Studios and provide a clearer explanation of what a studio is and what sorts of questions can be addressed.

Enablers workshop and enabling

The Enablers attend a one-day workshop about The Lens, culminating in them writing an individual action plan. Most Enablers thought the workshop was useful because it helped them to understand what The Lens was, why they should promote it and got them enthused:

Enablers workshop

Up to 15 senior operational managers participate in the Enabling Intrapreneurship workshop encouraging positive organisational behaviours and approaches to fostering innovation.

“The actual workshop was good, that put a lot of context to what we were hoping to do with people, that would have helped us reinforced the message.” Enabler

“The Enabler workshop helped make it clear what the benefits were.” Enabler

“I left the Enablers’ workshop feeling really motivated. You just have to make space for something like this.” Enabler

“I spoke to a couple of senior managers after the Enablers’ workshop who had been really cynical and they said ‘actually all this is really good.’” Enabler

It was clear from the feedback that Enablers thought it would be better to have the Enablers workshop prior to the launch so that they were able to answer questions that staff might have. Enablers also said that the workshop helped them plan what they were going to do to support the process:

“The Enablers workshop was really good. It’s always good to get out of the office. There was an exercise about about the six hats that was good. Also thinking about what we were going to prioritise to support innovation. It made us plan.” Enabler

“...after the Enablers’ workshop ...they said ‘actually all this is really good’.”

Enabler, Senior Manager



However those without line management responsibility, and who were not co-ordinating the programme internally, tended to be less clear about their role as Enablers:

“I don’t manage people directly, I can’t bring all my staff together so it was a bit more difficult to see a clear action plan. It was harder to see what a kind of direct action plan could be.” *Enabler*

Some Enablers thought that there were others in the organisation that should have been more interested in enabling:

“We tried to get as many people as we could as Enablers. That’s something else I’d challenge the second time. We didn’t get the numbers we wanted. Those who went to the workshop absolutely got it. What I would have liked is having it at an all managers day so that all managers get to do the training.”

“On the day it was clear who is interested and who wasn’t. For the ones who weren’t its just their priorities are different. So we should be looking who is interested and why weren’t they if they weren’t.”

There were a variety of different approaches to Enabling:

“One of my managers put out that they were happy for people to dedicate half a day to work on the stuff and over four months. She said I’m happy for you to do this and that might include some of the training time. She chose to do that and I shared that with the rest of my managers so this up to you but you might like to do something like this.” *Senior Manager*

“When you hear an idea I’m like; that would be a good one for The Lens.”

Enabler



The application process

Encouraging Intrapreneurship then culminates with a deadline for Intrapreneurs to put forward an application.

Most people thought the application process was acceptable or even good:

“The application process was alright. The questions helped a lot; it was laid out in a way where, if you’ve missed things then you start exploring, like risks and the problems that you want to solve. So getting your idea on paper was good.”
Finalist

A minority of applicants had completed an optional video:

“The application was good and obviously for our pitch the video bit was great.”
Finalist

Most applicants found that they struggled to get their idea across within the word count:

“My biggest issue was cutting it down to 100 words for that answer and 200 words for that answer.” Finalist

“I found it quite restrictive, and obviously it has to be, but the word count makes it hard to get everything in.” Finalist

However the form was off-putting to one eventual applicant:

“I think they could do something different. 800 words was quite daunting, but I’ve got a friend who ran through it and helped me. If you’ve been to uni you’d think nothing of it.” Finalist

And two Enabler worried that the form might have put some people off:

“I know some people quite liked the application form but I still thought it was quite in-depth for a support assistant. It should be easier on the eye. Not asking about budgets, just something simple and then you can have a conversation with them. I thought it would be quite daunting for support assistants they would have to do research and that would put them off.” Enabler

“There was just something difficult about putting the cost to it. That’s a gut feel of something that might be putting people off, that financial and marketing thing and tapping into that expertise.” Enabler

Recommendation- application form

Consider whether reducing the requirement to include a budget in the initial application could be removed.

Judging applications

Being judged

In two organisations, most people thought the Judge's feedback on their application had been good, e.g.:

"The Judges feedback was quite clear about what I had to do. There was a lot about use of language and also about funding options." Finalist

In one organisation, participants reported they had not had written feedback:

"I got the feedback fairly soon after the decision, it was pretty informal, I didn't receive anything in writing." Finalist

In this same organisation, unsuccessful applicants found the judging process unsatisfactory, which could have a negative effect:

"There seemed to be a lot of assumptions made and it was very disappointing not to have the opportunity to pitch. Basically what I'm trying to say is there are things that were fed back to me that were quite naïve." Applicant

"It was disappointing not to be shortlisted and the feedback I got wasn't very satisfactory." Applicant

"I feel pretty discouraged." Applicant

Support and development for the Judges

The Lens trains six Judges from across the organisation in investment based decision making. This includes a bespoke workshop, plus three additional sessions to support short-listing, preparation for the Final and on the day decision making.

Recommendation - judging feedback

Ensure all applicants in all organisations receive a consistent quality of written feedback in a timely manner.

Judges' experience

Most Judges felt the judging of the applications went fairly smoothly:

"We agreed quite quickly about the applications. Everyone that has put in a video made it to the Final." Judge

"The decision about the written applications was easy enough." Judge

“We were all on the same sort of wavelength. The only thing is we had come in and all shortlisted in our heads. We had a conversation about it, and then we all gave our opinions and Steve sat in and was giving us pointers.” Judge

Judges reported that giving feedback to unsuccessful applicants was also not too much of a problem:

“The applicant was okay; they said they could see where we were coming from.” Judge

“We had feedback for each person who wasn’t successful, particularly for younger staff members we came up with ways that they could become more involved.” Judge

However one found it difficult to Judge ideas that they didn’t have experience of:

“It was a tough decision. Some of them were personal to people’s lives and you don’t have the same knowledge and experience as them. So you are just trying to keep it to whether they meet the criteria, whether it’s realistic.” Judge

In one organisation the criteria did not appear to have been entirely settled at this stage:

“There was a bit of uncertainty about the criteria and whether it can just be benefiting staff, or it has to be staff and people we work with.” Judge

Recommendation- judging criteria

Consider a process for moderating judging decisions that can take account of wider knowledge in the organisation, without falling foul of any tendency for innovative ideas to be dismissed.

Ensure that criteria are clearly settled between The Lens and the Partner Organisation prior to running the Judges workshop.

Applications

The number of ideas submitted and the number put forward to the Finals are shown in the table on the next page, for each organisation. As can be seen from this table, only one application was submitted to Carers Trust. This idea was judged to have merit and the Intrapreneur putting it forward was supported by The Lens individually. Ultimately, however, the Intrapreneur secured a promotion and will not be continuing to develop the idea.

	Ideas at application stage	Ideas put through to final	Percentage of applications put through
Cornerstone	9	8	89%
Loretto Care	9	7	78%
Prince's Trust	13	6	46%
Carers Trust	1	n/a	n/a

There are several possible reasons for the lack of applications in the Carers Trust. Firstly the senior manager who originally negotiated a relationship with The Lens left the organisation, however this is likely to have had a minor effect since another member of staff has very actively promoted it. Another possible reason is that, as a federated structure, there were additional barriers to Network Partners' staff hearing about The Lens and being supported to apply. This does to some extent rely on good relationship between the Carers Trust and its Network Partners. The third possible reason is that the Carers Trust's Network Partners employ on average 16 staff. They are therefore very small organisations and are very likely to struggle with capacity to free staff time up for any development. The most likely reason for the lack of take up is a combination of the small scale of the organisations and the difficulty reaching them in a distributed structure, but the crucial barrier is likely to be size.

Another interesting feature of the statistics is that the Prince's Trust Judges put through a comparatively small percentage of the applications. This may be worthy of further investigation, e.g. by independent assessment of the applications against the criteria.

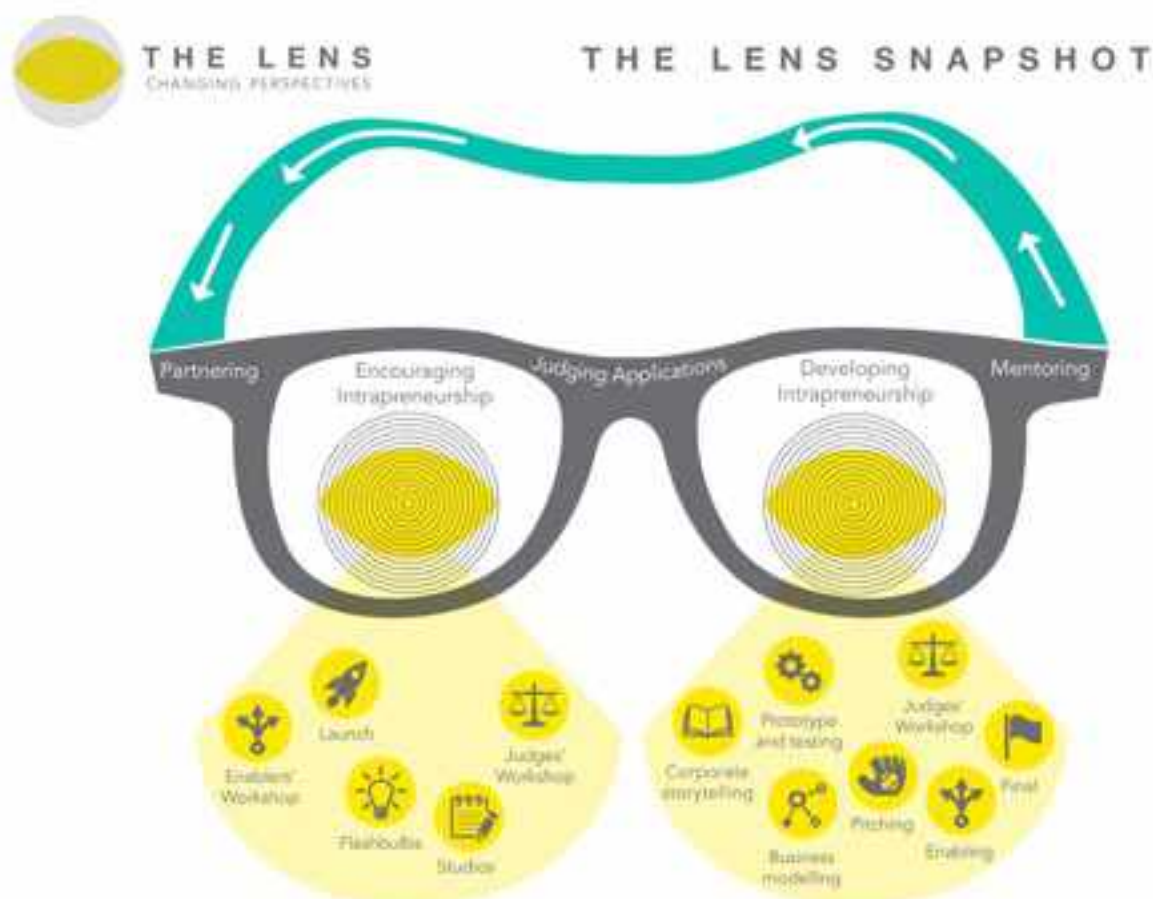
Recommendations - small organisation & judging standards

The Lens should consider what extra support, if any, could be put in place to allow very small organisations to release staff to participate as intrapreneurs. This could, for example, include an up-front bursary to allow the organisation to back-fill staffing. However even with extra resources, freeing staff who work intensively with people the organisation serves could still be challenging.

Consider reviewing applications made to the Prince's Trust, in comparison with others, to explore whether the judging standards were different or there were fewer strong ideas.

Developing Intrapreneurship and the Final

All successful applicants are then Finalists and are offered support through the **Developing Intrapreneurship** programme culminating in a final where winning ideas are pitched in front of the Judges and an audience.



Finalists are offered a package of training and support including four workshops over five days; in **(i) Corporate Storytelling, (ii) pitching (iii) business modelling and value proposition, and (iv) prototyping and testing.**

Intrapreneurs are also supported in this phase through **Studios** with Lens staff, and by **Enablers** in their own organisation.

Judges come together to plan how they will make decisions at the Final.

Final: The Lens process includes a Final which builds a community to support the Intrapreneurs and celebrates and recognises Intrapreneurial skills and mindsets.

Open Badges are available for all participants to evidence their personal development.

Experience of the training sessions

Corporate Storytelling

The Corporate Storytelling training was most important for more than half of the participants:

“The Corporate Storytelling workshop was just phenomenal, because we had these amazing guys. I had thought it was going to be so boring but because that kick-started the whole thing, I thought ‘this will be amazing.’” Finalist

“It was brilliant, every workshop was different and helped, especially the Storytelling one. I wasn’t expecting it to be so professional; when I went along it was like these high-up people. It was more intense than a lot of people expected.”
Finalist

(i) Corporate Storytelling

This workshop is based on a powerful presentation and communication approach that helps to bring ideas to life, and help the Intrapreneurs engage support in a way that will lead to action. It is run for The Lens by recognised experts such as Dan Riehl and Bob Keiller. This workshop was run as the first workshop for two of the organisations and was not possible to schedule for the third organisation.

However a few participants questioned aspects of the Corporate Storytelling experience:

“It felt like trying to cram three days into two days, it was quite draining with the Corporate Storytelling.” Finalist

“The Corporate Storytelling was a bit too in depth. There was a lot of stuff about how the brain works and it was overpowering.” Finalist

“The values are different in social care.” Finalist

“The length of time you can take something in should be taken into consideration.” Finalist

Pitching

Pitching training - run by Entrepreneurial Spark - was also popular with most people:

“Entrepreneurial Spark; I found them excellent ...the way E-spark explained it; it was very practical and doable but still innovative because they had experience of life that shines through. It wasn’t just something that was being said parrot-form, obviously they deal with a lot of

(ii) Pitching

This workshop is delivered by Entrepreneurial Spark, the world’s largest free-to-enterprises business accelerator. This workshop provides a process and structure that aims to enable Intrapreneurs to get across the key information of their ideas across clearly and concisely.

people that have ideas. They made me think about things in a new way.” Finalist

“The pitch training was the most valuable and I think a lot of people thought that was particularly helpful.” Finalist

“The pitching workshop was probably better for preparing me.” Finalist

However two Intrapreneurs reported having a bad experience of the Entrepreneurial Spark session because of the direct approach:

“I wasn’t so keen on the Entrepreneurial Spark one. The storytelling with more ‘be yourself’ but the E-Spark one was to be more businesslike. I didn’t sleep for three days after the feedback from the Entrepreneurial Spark one. I thought we’ve got to change everything. It worked, it just wasn’t the nicest of experiences.” Finalist

“With Entrepreneurial Spark they really put me on the spot and I felt very embarrassed. They said the other person was stronger and that they should do the pitch, I coped with that but it could’ve gone the other way I could have said I’m not doing this any more. It’s not that I couldn’t take the feedback I just didn’t think it was particularly nice.” Finalist

One participant linked the face pace of the workshop to their observation that not all participants had enjoyed it:

“The pitching thing I can see being over two days, it was just really fast as it was. There was no messing and some people don’t take it that well.” Finalist

“The best one was the Entrepreneurial Spark; they told it how it is.”

Finalist



Recommendation - working with delivery partners

Ensure delivery partners understand The Lens ethos. Bringing external partners, of the calibre that was achieved in this case, in to a coherent package of support was felt by participants to add a lot of value. However there were a few issues with style of delivery and value clash. The reason for working with these partners might be more clearly stated to participants, who could be better prepared for the “exciting” opportunity that was offered. Delivery partners also need to be briefed to ensure that they do not inadvertently disable or put anyone off.

Other workshops

There were positive comments for all the training workshops, although opinions varied on which was most useful:

“I was looking forward to the pitching workshop anyway, but I got a lot out of the business model canvas.” Finalist

“They were all good but I think the prototyping was about thinking outside the box.” Finalist

“The business planning was good to work together and get the ideas down.” Finalist

The Business Model Canvas and Prototyping workshops were least controversial; they attracted no significant negative comments in the interviews. However participants at the Learning Event thought that the Value Proposition/ Business Model Canvas workshop was initially hard to understand, which is foreseeable for front-line staff.

(iii) Business Modelling and Value Proposition

This workshop is intended to be a practical and engaging workshop designed to identify how to reach the people who will use your idea, how it will deliver real value and what resources will be required for it to be implemented.

(iv) Prototyping and Testing

This workshop aims to explore how further improvements can be made to the ideas, for example, how it can be scaled, or be replicated elsewhere, can lead to bigger and more sustainable impact. This process of testing and trying is referred to as prototyping and encourages Intrapreneurs to keep refining their ideas.

The order of the workshops

Some participants also questioned the order of the workshops; with all but one of those who commented on this saying that prototyping should be done earlier in the process:

“The last one (prototyping) was when you were looking outside the box and then some people realised then, a couple of days before the Final, that they need to change their idea. So if it was done before the pitching workshop that might be good.” Finalist

“Some of the bits like prototyping would have been better earlier.” Finalist

Recommendation - workshop order

Run the prototyping workshop earlier in the process to enable Finalists to use it to develop and test their ideas and then practice pitching at the end of the programme.

This has already been addressed in the design of the second cycles with the organisations.

General support from The Lens

Many participants commented on The Lens' skilful handling of the group, their care for individuals, and Steve's particular skill at giving feedback:

"You could see quite early on that everyone was looking at the competition and Jane and Steve got us past that quite quickly, to think about how to help each other so it became a supportive group quite quickly." **Finalist**

"Steve was great; he's got an ability to criticise you positively in a nice way. And it's good that he understands this type of organisation." **Finalist**

"I think Steve's method is better, he just delivers the feedback better." **Finalist**

"Steve and Jane followed up with me to make sure that I was okay." **Finalist**

"Jane and Anna were always in touch asking how things were going, that was really helpful." **Finalist**

Recommendation - tweaking the programme

Based on this feedback it seems that there is no need to change the programme significantly. It will be important for future third sector, and public sector, partners of The Lens, that Entrepreneurial Spark and the Corporate Storytelling provider fully understand the ethos behind The Lens. It may also be worth considering shortening the Corporate Storytelling input a little if possible.

"I was really surprised by the level of support we got throughout all the workshops. That was great. Phenomenal."

Finalist



The Final

What the Finals were like

Each final took place on the premises of the organisation, where they had a suitable space, or in a hired venue as appropriate. Guests typically included colleagues of the intrapreneurs, senior managers from other locations and board members. In some cases the intrapreneurs had invited family members and in some cases partner organisations or other interested parties had also been invited.

Intrapreneur's experience of winning or not winning

Clearly there is a risk that those who are not named as winners of the process become discouraged. In recognition of this, the Senior Manager in all organisations reported putting follow-up meetings in place with Finalists who had not won and even in some cases with applicants who had not been selected as Finalists.

Mostly this was well received and Finalists were able to deal with any disappointment:

“Not going to lie I was disappointed, but a fantastic day, everybody did really well. There were people that we could chat to, and those other opportunities, those can lessen the blow. But it is the name of the game; you're going to pitch against everybody else and they can't stop some people from being disappointed.” Finalist

“Even though I didn't win I've been approached by a couple of other people to do things so there are other opportunities.” Finalist

“The organisation will definitely do something with all the ideas at the Final because they're doing stuff with those that didn't even get to the Final.” Enabler

However one Finalist questioned the judging decision:

“People keep talking about the buzz that was in the room.”

Senior Manager



“I don’t feel the judging was entirely fair because the last thing that was said, when they announced who got the money, was that the main reason they were getting it is because they can generate revenue, when it wasn’t communicated that that was the point.” Finalist

Recommendation - supporting all Finalists

The Lens should agree the support that the partner organisation will give to Finalists whose ideas do not win prior to the Final.

The Lens should ensure that results are carefully communicated using the same format for each decision to reduce the potential for Finalists to feel they were Judged unfairly.

Judges’ experience of the Final

The Judges’ experience of the Final was largely determined their position in the organisation. Those who had less, or no, prior involvement in decision-making found it very challenging:

“The Final was quite nerve wracking.” Judge

“I was so nervous at the Final. I don’t like public speaking but we were prepared. Even when questions came up that we hadn’t planned for, I can’t believe that it ran so smoothly, it was just such a good day.” Judge

Whereas those who were more used to making decisions about the organisation enjoyed the day and seeing their colleagues step up:

“The Final was really good, from my organisation’s perspective we can work on making it more of an event, we had lots of bums on seats, there was lots of atmosphere, but we have hundreds of staff and I think it will get more prestigious year on year.” Judge

“The Final was really good, I quite enjoyed it. They had to step up in front of their colleagues and peers some of them are quite passionate instead of it being generic organisational message.” Judge

Judging took place over a lunch break at the Final. It was supported by Steve, who was there to assist the Judges to come to a decision and communicate it clearly, rather than to steer the decision towards any particular idea.

The amount of time that is available for the Judges was clearly an issue for some:

“Near the end I just felt we were rushing to make the decision. I know the deadline got pushed back but it seemed too short.” Judge

“One of the Judges was really adamant that they didn’t want one of the ideas to get some of the money because it’s not our responsibility. It got a bit heated towards the end and we just said ‘that’s really investable it was really strong pitch.’” Judge

It was not an issue for all Judges, and again this tended to reflect prior decision-making experience:

“We didn’t have that much time but the ones that stood out were the ones that got funded; they were realistic. It is important to us that they could be scaled.” Judge

The Judges mostly reported that, on reflection, they were still happy with their decisions, however two noted minor niggles:

“Most of the decisions I’m still happy with but there was one that provoked discussion about the Scottish Government funding and how that would be affected. There is also another one where the relevant manager came up and said ‘I would have given them the money anyway’. So obviously if they’d explored it beforehand we would put that money elsewhere. You can only go on what you been given in terms of information so that’s learning for next time.” Judge

“Mostly happy, there is just one that I would have given more to. The other Judges would agree, I think. I’ve only spoken to one other Judge but she said that she felt we were just plucking figures out the air.” Judge

“I can’t believe that it ran so smoothly, it was just such a good day.”

Judge



There is obviously a potential for awkwardness about judging peers but the Judges did not seem to think this was too much of an issue:

“It was actually someone in the office and they could have approached me. It wasn’t awkward because they know it wasn’t anything personal. We weren’t saying it was a rubbish idea just that it wasn’t innovative enough and we gave them some constructive criticism for next time round, if there is a next time.”

Judge

One other issue is an impression of favouritism, but the Judge concerned felt this was unfounded:

“I did hear feedback ‘isn’t it funny that all investment nearly went to this area’ but then that came from areas that didn’t have any ideas.” Judge

Others’ experience of the Final

Most people thought their final was great:

“I think that the Final, I got an overwhelming sense of ‘it was great’. I heard people had said ‘that was really good, I want to do it next year.’” Senior Manager

However a few had ideas for improving the Finals as events:

“On the day of final it was a bit disjointed in terms of timing. There should’ve been something else at lunchtime. We could have put something on, it didn’t need to be The Lens. A few people had said about the gap at lunch, they need to think about that for the audience.” Senior Manager

“We could have had more frontline staff at the Final that’s something maybe we’ve not got right. That’s very hard if you’ve got people out there delivering service but this is important. We could have live video blogged it.” Senior Manager

Recommendation - the Final experience

Consider introducing a formal activity, whether hosted by The Lens or by the partner organisation, to run over the period when the judging takes place. This could take some pressure off the more nervous Judges and improve the experience for invited guests.

Start talking with Enablers, Judges and Intrapreneurs about who should be invited to the Final from the outset of the programme. Consider making a formal invitation (e.g. a PDF) available for people to distribute to those they would like to invite.

The investment fund

The investment fund, which for this first cycle was set at £20,000 per organisation, was generally thought to be an important element of The Lens:

“Having a pot of money makes it more real. You have to be realistic about it, though, I mean £20,000 is a lot of money in some ways but depends on your idea.” Finalist

However it was thought possible that promotion of the fund may have put off those whose ideas did not need money:

“I know somebody that that didn’t apply and they didn’t need any money there’s nothing to stop them doing it. So you should talk to them more and say we could support you doing it.” Finalist

The Senior Manager thought it would be hard for charities to raise for a first cycle and for them to raise for further cycles:

“The Lens are maybe going to have to adapt and not be as definite about the pots of money involved. The money isn’t out there. So they might need to think about organisations coming together.” Senior Manager

“If we hadn’t had the external match funding (for the investment fund) then we wouldn’t have been able to do it.” Senior Manager

“If I had to find the prize fund ourselves we would probably review as a management team or say ‘is there flexibility on the amount?’. Is very hard to bring in that amount of unrestricted cash.” Senior Manager

Recommendations - promote ‘invest to save’

Charity boards are sometimes risk averse. However it is likely that ideas implemented on the back of The Lens process will save money, increase income or improve performance. Therefore The Lens should explore how to make a clear “invest to save” proposal to organisations’ boards, on the back of previous winner’s results, in order to encourage boards to allocate a suitable fund for investment. Other options, including The Lens leveraging a pool from a funder to become a shared fund between organisations should also be explored.

Open Badges

Most Intrapreneurs working in one of the care organisations saw the value of Open Badges and intended to do them:

“The Open Badge sounds really interesting I just don’t have time to do it at the moment. The Open Badges are like way of saying I’ve been on that course it furthers your career and that.” Finalist

“I’m definitely going to do it when I get ten minutes.” Finalist

Enablers intended to see the value of it for the Intrapreneurs:

“There are the Open Badges. They’d be crazy not to go for the open badges. The organisation just started with Open Badges maybe about the same time as The Lens. It’s good to have something to show for it.” Enabler

And some also saw the value of it for themselves:

“I’m planning to do the Open Badge, we just are starting to promote them anyway so this is a good test run.” Enabler

“It is in my ‘to do’ list. I was going to do it, but I couldn’t find my action plan, but now I found it behind me. It feeds your CPD. We knew it through SSSC.” Enabler

At the time of interview, only one of those interviewed had actually completed an Open Badge. This person suggested some improvements to the user interface would help and had an idea about how to make it more likely that people would complete them:

“Get a tablet for people to complete them before they leave the training.” Finalist

People at the Prince’s Trust were generally less interested in the Open Badges.

“Yes I’m aware. It’s not really of any interest.” Enabler

“No- I’m not going for an Open Badge. I sometimes think that it’s nice to get some formal recognition but I’ve never found them to be useful really, it’s the experience that’s useful not the badge.” Judge

There is possibly less awareness of the scheme in general, compared to the awareness in Loretto Care and Cornerstone, because the scheme is set up by SSSC. Nonetheless a few were interested:

Open Badges

The Lens, in conjunction with Scottish Social Services Council, has developed a series of ten Open Badges; an approved learning accreditation scheme. These recognise the learning achieved through The Lens process; creating digital records of achievement and skills for Intrapreneurs, Judges and leaders, and evidencing workforce development.

“Steve mentioned Open Badges at the first meeting and yeah it sounds pretty good. I haven’t heard of it before. Will keep an eye on it and see if it’s something that could be advertised further.” Judge

“I’m kind of thinking I should go and do it but just pressure of time.” Finalist

Recommendations - Open Badges user interface

Participants in the Learning Event also highlighted difficulties with the Open Badge user interface. These need to be dealt with in order to avoid applying for an Open Badge remaining at the bottom of people’s priority list, despite many being interested in theory. This has already been actioned by The Lens together with SSSC by migrating to a more user-friendly platform.

Ideas for development

Cycle 2 with current partners

All three current partners were keen to run a second round. Ideas for making the most of The Lens in the organisations in a second round included:

- Broadening the range of staff that The Lens is open to; to include other parts of the organisation, group or other locations as appropriate.
- Running The Lens together with other organisations, e.g. to capture and develop ideas responding to a shared theme.
- Doing more work up-front to support staff to generate ideas, including possibly to do more to explore problems.
- Including people who the organisations work for – i.e. end-users or beneficiaries- in judging and potentially also as Intrapreneurs.
- Making the links to other innovation activities in the organisation, e.g. running training on complementary topics.
- Including innovation and support for workforce innovation more explicitly in performance review processes.

Running a second cycle would be likely to lead to:

- Similar workforce development outcomes as Cycle 1 but for a new set of direct participants; particularly Intrapreneurs.
- A new set of ideas that fit with organisational strategy coming forward and perhaps one or two more challenging ideas.

Running a second cycle could also lead to:

- A new group of staff, who are less likely to put themselves forward, stepping forwards.
- Support amongst a wider group of Enablers, including those who were perhaps more sceptical or less likely to prioritise.
- A greater number of existing ideas being highlighted and new ideas being generated.
- Even bolder or more significant ideas coming forward.

It was generally thought that a second and third round would be very helpful to embedding an ongoing culture of workforce innovation, and thereby achieving the benefits of:

- Better results for the organisations (e.g. achieving more outcomes for people they work for) and
- Better workforce health and lower turnover and absenteeism

“I’m hoping that it would generate new preventative spend models, moving a charity to a more proactive preventative type services. One of my big aims is moving from reaction from prevention. For charities to be able to get new services that local authorities can buy into and that staff are enabled and motivated.” Strategic Partner

The balance of views was that The Lens offers a very valuable opportunity for workforce development. However there was uncertainty, particularly in one organisation, about how many cycles of The Lens would be necessary or desirable to embed such a culture. This is likely to vary according the size of the organisation and pre-existing systems and culture around workforce innovation.

Cycle 1 with future partners

Evaluation participants were asked to comment on what should be done differently, compared to the programme they had experienced, when The Lens starts working with other organisations. The main learning for working with new partners is:

- Run the Enablers workshop at the start of the process, before any launch activities, so that Enablers understand what The Lens is and the various ways that they can support.
- Sharpen up communications, including making them easier to navigate and more fun. Find ways to enable more face-to-face communication - and more exposure to people who have already done The Lens - during the Encouraging Intrapreneurship phase.
- Schedule all workshops and interactions well in advance and publish dates.
- Change the order of the Developing Intrapreneurship workshops, so that prototyping is run earlier and pitching is run last.
- Start encouraging the partner organisation to think about the Final from the start.
- Ensure that the partner organisation sends a clear message about how much time Intrapreneurs should be allowed in work time in order for them to participate.

- Consider how to reach a wider set of Enablers, including team leaders and middle managers to avoid people blocking participation deliberately or inadvertently.
- Consider how to identify and support managers, including Senior Managers who are less used to working in an enabling manner.

Ideas for the future of The Lens

Participants at the Learning Event, and in interviews, expressed some longer-term ideas about the potential of The Lens. These included:

- Running a version of The Lens open to the public, and that doing so could start to change power dynamics in society.
- Running a version of The Lens that works with a group of organisations who share an interest in a social problem in order to both generate and develop ideas.
- Running a version of The Lens where the focus is on supporting ideas for social enterprises that could be operated by Charities to boost their income.
- Running a version of The Lens with private sector working alongside charities, and that doing so could cover the charities costs and be a good business model for The Lens itself. It was also felt that this would lead to valuable cross-sector learning for both the private businesses and charities involved.

“There’s very little out there in the business services consultancy world about the asset-based approach from the staff. There’s huge potential to expand and pick up private work as well.” Strategic Partner

“We wouldn’t have got anywhere with the idea without The Lens. We never have any money.”

Enabler



Indeed at the time of writing (September 2016) there are two developments for The Lens that further validate some of these views. The Lens has been commissioned by a Scottish Local Authority to run a programme and a shared programme, working with medium sized charities will start soon with support from the William Grant Foundation.

Conclusions

This evaluation has shown that **The Lens is effective in finding and developing useful, and sometimes challenging, ideas and Intrapreneurs** in the participating divisions of three medium to large charities. The ideas are now being implemented and there are strong indications that even one cycle of The Lens has had some effect on how confident other staff who didn't participate are about sharing ideas.

The Lens has developed a relatively lean approach, requiring a few days of Intrapreneurs', and others' time. It is therefore **more suitable to the participation of smaller organisations than some possible alternatives**.

Nonetheless, The Lens was probably too challenging for the fourth partner - a network of very small charities - to free up time for Intrapreneurs to participate. There may also have been issues of tension between a centrally organised initiative and what the Network Partners felt they needed.

There is much enthusiasm for a second round in the three partner organisations and there are indications that this will generate further momentum. **Given a second and more cycles it is likely that The Lens will further strengthen the overall culture of workforce innovation**, not limited to participation in The Lens per se. Many ideas for tweaks to make the programme even more successful in the second round, especially including working more directly with people that the organisations serve, were identified.

The Lens has a unique selling proposition as the first initiative to expressly deal with changing workforce innovation culture and including support for people other than intrapreneurs. These elements, especially the enabling work, could be strengthened in order to reduce the risk of a 'Corporate Immune System' undermining the culture change.

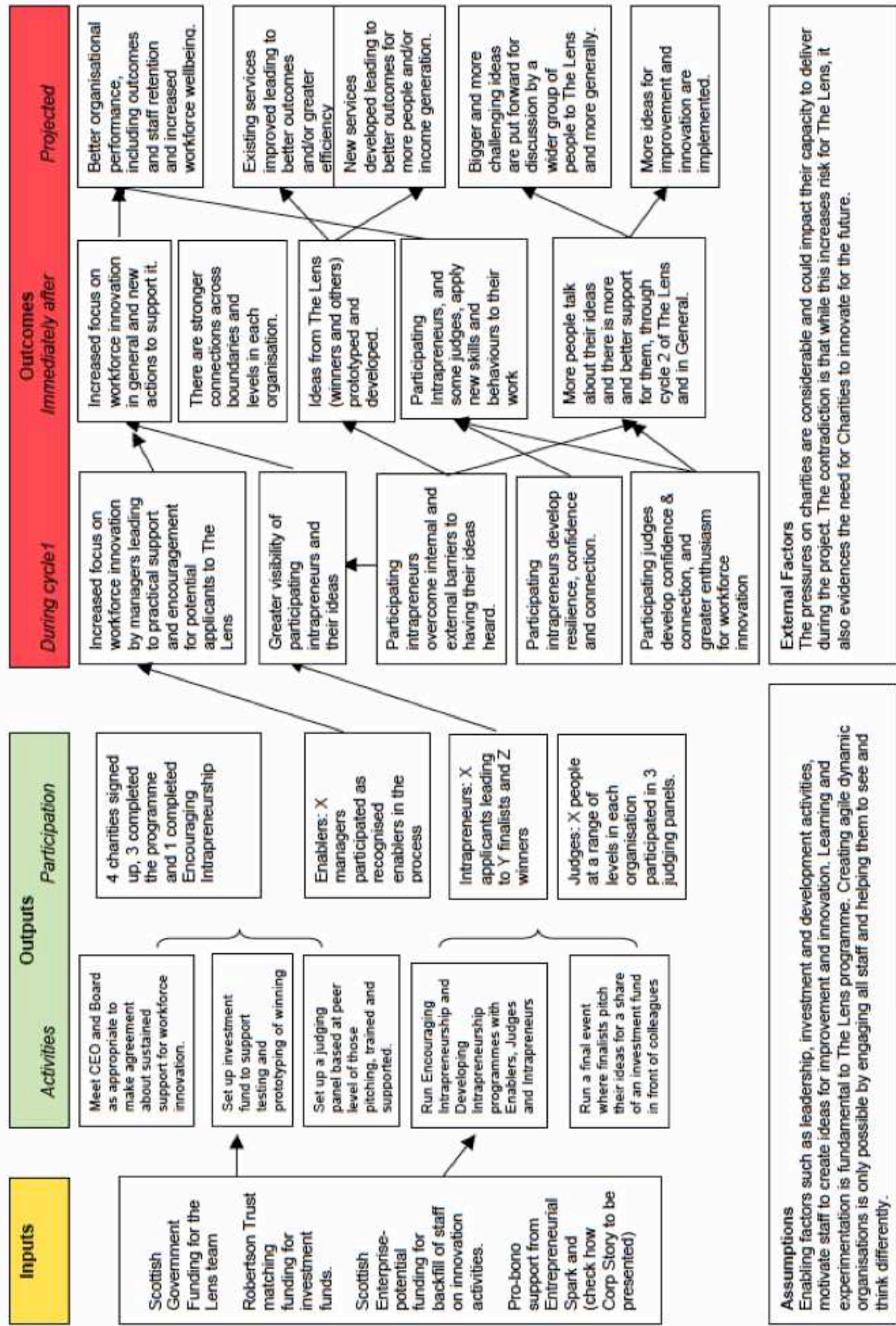
The Lens is also in a position of strength because it comes from the third sector and therefore understanding the values of that sector. The Lens successfully, although not without some minor issues, integrates private sector oriented delivery. Therefore it is likely that it could translate well into the private sector.

However, there are several coinciding policy directions in Scotland that underscore that The Lens has much potential to offer a solution to the public and third sectors as well as the private sector. Based on what strategic partners said, funding the work from public and charitable sources will become increasingly challenging, so **the ability to work across all three sectors of the economy may ultimately be a key strength**.

Appendix A - Logic Model

Program: The Lens- first cycle in Loretto Care, Cornerstone, Prince's Trust and Carers Trust (Carer's Trust completed Encouraging Intrapreneurship only)

Situation: Prolonged pressure on public spending, increasing need and demand for more personalisation, impacts on charities, which are under growing pressure to innovate and change. Evidence suggests the capacity to do so, especially amongst medium sized charities is limited.



Appendix B - References

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Appendix C - Evaluation Method

Approach

This evaluation aims to identify what can be learnt about the process of The Lens, as implemented in four charities in 2016. It also aims to develop theory about the change that The Lens creates.

The approach to the evaluation was therefore qualitative. It included the following steps:

1. Interviews with those who have been directly involved; Intrapreneurs, Enablers, Judges and Senior Managers. The interviews were semi-structured and covered participant's experience of The Lens and the effects they had noticed so far. Interview guides are included, starting on the next page. The sampling approach was to aim for a spread of experiences e.g. by including Intrapreneurs who had made it to application and also final stage, as well as some who were winners of the Final. The interviews were audio recorded and transcribed. These were supplemented by interviews with people from three Strategic Partners of The Lens, exploring why they were supporting it and what they hoped to get out of it.
2. A Learning Event, attended by staff of all four Partner organisations, at which analysis of themes from the interviews was presented and participants were invited to respond and prioritise. Participants also reported their experience of The Lens in more depth and reflected on the potential for The Lens to create change in future. The plenary sessions in this event were video-recorded by Beaten Track. The full recordings were analysed by Jenni at VIE and incorporated into the evaluation. Fraser at Beaten Track and Jenni also collaborated on selection of content from the Learning event for a video produced by Fraser that highlights the findings of this evaluation.
3. Jenni conducted further interviews after the Learning Event to fill gaps and explore themes further. The Final numbers of interviews and comparison with those attending the Learning Event are shown in the table on the next page.
4. Jenni also viewed short videos made at the end of some of the workshops, attended two of the three finals in person, and reviewed a sample of project documentation, which The Lens made freely available.
5. Minor details have been changed quoting participants to protect their anonymity. A draft report has been discussed with Steve and Jane of The Lens. Subsequent revisions made include only points of clarification and additions to explore certain topics further.

Interview participants

Organisation	Category	Number interviewed (only)	Attended Learning event (only)	Interviewed and attended Learning event	Total
Cornerstone	Intrapreneurs	4	3		7
	Judges	1	1	1	3
	Enablers	1			1
	Senior Managers	1	1		2
Loretto Care	Intrapreneurs	1	4	2	7
	Judges	1	1	1	3
	Enablers	2	3	1	6
	Senior Managers	1	1		2
Prince's Trust	Intrapreneurs	3	1		4
	Judges	2			2
	Enablers	2			2
	Senior Managers	2			2
Carers Trust	Enabler		1		1

Interview guides

Finalists

A. Tell me a little about you...

- What's your role and how long have you been doing it?
- What challenges do you face?
- 6 months ago to what extent did you think of yourself as an innovator and has that changed?

B. Tell me a little about the history of your idea...

- When did you first come up with it?
- How did you come up with it?
- Has anyone else been involved?
- Had you tried to move it forward in anyway before The Lens came along?

C. Moving on to think about your involvement with The Lens:

- How did you first hear about The Lens?
- What was your initial reaction?

D. Did you receive the Flashbulbs?

- If so did you read any of them? (If not, why not?)
- If so what did you think about them?
- Were there any that were particularly inspiring or useful?

E. Did you attend a Lens Studio?

- If so, what did you think about it? (If not, why not?)
- What was inspiring or useful about it?
- What difference did it make to your decision to enter an idea?
- What difference it make to your idea?

F. Thinking about the application process:

- What motivated you to apply?
- How easy was it to complete?
- Did you change or develop your idea during the application process?
- Did anyone else support you to make your application?
- Is there anything about the process that could be improved?

G. Thinking about the Developing Intrapreneurship programme:

- What difference has it made to you overall?
- Unexpected and applying to other areas
- What difference has it made to your capacity to take your idea forward (e.g. knowledge, confidence)
- What difference has it made to your idea overall?
- Which bits of the programme were most important to these personal developments and improvements in your idea?
- Has any aspect had a negative impact on you?
- Was there anything about the programme that you'd change or add?
- Has it changed you feel about the organisation

H. Open Badges

- Are you aware of the Open Badges that you can apply for?
- Have you applied? If yes, why and what was your experience?
- If no, do you intend to apply? If yes, why and when? If no- why not?

I. Scottish Enterprise Innovation Grant

J. Thinking about the impact of your involvement on other colleagues and service users:

- At work, who have you spoken to about your experience of The Lens (type of colleague, not their name!)
- What sorts of things did you say to them about it?
- What sorts of reactions did you get?

- Do you think your involvement with The Lens had any effect on your colleagues (positive or negative)?

K. Thinking about the effects of The Lens on your organisation:

- What systems and supports did the organisation use to have in place to support innovation?
- What difference has The Lens made to the systems in place to support innovation?
- What difference has it made to the culture of the organisation, i.e. the way people tend to work together, the types of stories they tell themselves about working there?
- What difference has it made to the likelihood that front line staff will put forward good ideas that will be considered and taken forward by the organisation?
- Do you think The Lens should continue to run in your organisation and if so should it be adapted in any way?
- What else would help to develop innovation culture in your organisation?

Judges

A. Tell me a little about you:

- What's your role and how long have you been doing it?
- What challenges do you face?
- 6 months ago to what extent would you say you would have been involved in making decisions about the organisation?

B. Thinking about your involvement in The Lens as a Judge:

- Who approached you and what did they say?
- What did you initially think about the opportunity?
- What was your experience of the Judges' workshop?
- Did it change your perspective on your task as a Judge in any way?
- What about the Final, how did that go from your point of view?
- What has the judging process been like overall? What was the high point, what was the low point?
- What positive effects has being a judge had on you? For example your relationships with your colleagues, skills relevant to your job, your view of the organisation?
- Has judging had any negative effects on you? If so what?
- Did any of the judges work to particular roles, if so what?
- Is there anything that could be improved about the process or the support that you've received?
- Would you have been interested in participating in any other way in The Lens, e.g. as an intrapreneur?

C. Open Badges...

- Are you aware of the Open Badges that you can apply for?

- Have you applied? If yes, why and what was your experience?
- If no- do you intend to apply? If yes, why and when? If no- why not?

D. Thinking about the impact of your involvement on other colleagues and service users:

- At work, who have you spoken to about your experience of The Lens (type of colleague, not their name!)
- What sorts of things did you say to them about it?
- What sorts of reactions did you get?
- Do you think your involvement with The Lens had any effect on your colleagues (positive or negative)?

E. Thinking about the effects of The Lens on your organisation:

- What systems and supports did the organisation used to have in place to support innovation/ ideas from the front line?
- What difference has The Lens made to the systems in place to support innovation?
- What difference has it made to the culture of the organisation, i.e. the way people tend to work together, the types of stories they tell themselves about working there?
- What difference has it made to the likelihood that front line staff will put forward good ideas that will be considered and taken forward by the organisation?
- Do you think The Lens should continue to run in your organisation and if so should it be adapted in any way?
- What else would help to develop innovation culture in your organisation?

Enablers

A. Tell me a little about you:

- What's your role and how long have you been doing it?
- What challenges do you face?
- 6 months ago to what extent would you say you were supporting innovation in the organisation?

B. Thinking about your involvement with The Lens:

- How did you end up attending the Enablers' workshop?
- What was your experience of the workshop?
- What effect did it have on you and the way you do your job?
- Were you able to take all the actions you'd planned at the end of the workshop? If so, how easy was it? If not, what got in your way?

C. Open Badges...

- Are you aware of the Open Badges that you can apply for?
- Have you applied? If yes, why and what was your experience?
- If no, do you intend to apply? If yes, why and when? If no, why not?

D. Thinking about the impact of your involvement on other colleagues and service users:

- At work, who have you spoken to about your experience of The Lens (type of colleague, not their name!)
- What sorts of things did you say to them about it?
- What sorts of reactions did you get?
- Do you think your involvement with The Lens had any effect on your colleagues (positive or negative)?

E. Thinking about the effects of The Lens on your organisation:

- What systems and supports did the organisation used to have in place to support innovation?
- What difference has The Lens made to the systems in place to support innovation?
- What difference has it made to the culture of the organisation, i.e. the way people tend to work together, the types of stories they tell themselves about working there?
- What difference has it made to the likelihood that front line staff will put forward good ideas that will be considered and taken forward by the organisation?
- Do you think The Lens should continue to run in your organisation and if so should it be adapted in any way?
- What else would help to develop innovation culture in your organisation?

Senior team

A. Tell me a little about you:

- What's your role and how long have you been doing it?
- What challenges do you face?
- What prompted you to partner with The Lens. What difference did you hope The Lens would make to the organisation?
- What have you tried in the past to support innovation in the organisation?

B. Thinking about your involvement with The Lens:

- What do you think about the systems that are put in place?
- What's your impression of the workshops and supports for innovators, for judges and for enablers?
- Has The Lens affected what you do in the organisation or how you do it?
- Has the agreement made between your organisation and The Lens been honoured by both parties?
- Are there any changes you'd make to The Lens agreement, processes or programme elements?
- What has been the Board's (or Trustee's) reaction to The Lens?

C. Thinking about the effects of The Lens on your organisation:

- What systems and supports did the organisation used to have in place to support innovation?

- What difference has The Lens made to the systems in place to support innovation?
- What difference has it made to the culture of the organisation, i.e. the way people tend to work together, the types of stories they tell themselves about working there?
- What difference has it made to the likelihood that front line staff will put forward good ideas that will be considered and taken forward by the organisation?
- To what extent do the ideas put forward by Finalists address the important challenges facing the organisation?
- (If not already addressed what effects do you think the support for Enablers and Judges has made to the organisation?)
- Do you think The Lens should continue to run in your organisation and if so should it be adapted in any way?
- What else would help to develop appropriate innovation culture in your organisation?
- What would you say to other organisations?