



Innovation Pioneers

**THIS DOCUMENTATION INCLUDES KEY
TAKE-AWAYS FROM IPx NR 52 HOSTED BY
CGI ON HOW TO 'ACCELERATE INNOVATION
WITH HUMAN CONNECTIONS'**

The Virtual Tank Meeting took place on December 9th, 2020



PARTICIPATING COMPANIES & ORGANIZATIONS

Alfa-Laval, CGI, Compare, Googol, IKEA Group, IKEA Sweden, Ingka Centres Services, Lindab, MacGregor, RISE, Vasakronan, White Arkitekter.

The Digital Tank Meeting took place over Zoom.

PURPOSE

IPx nr 52, our digital learning format, was hosted by CGI on the theme ‘Accelerate innovation with human connections’. The digital tank meeting aimed to inspire participants to become better at connecting with the people around them and leveraging the true power of ‘human connections’.

CGI recently conducted a study with 1500 in-depth interviews with companies around the world to understand how they create value for their businesses. By identifying 12 top performers, they found that a common denominator was the skill in establishing “human connections”.

“We all know that people are important. But when you look at different companies, you notice there is a gap in how we connect with the people around us, both internally and with our clients. To truly succeed as a company today, understanding how human connections work is crucial,” explains Martin Högenberg, Head of Innovation CGI Scandinavia.

ABOUT CGI

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world. Operating in hundreds of locations across the globe, CGI delivers end-to-end services and solutions, including strategic IT and business consulting, systems integration, intellectual property, and managed IT and business process services.

ACCELERATE INNOVATION WITH HUMAN CONNECTIONS

The Tank Meeting started off with Martin Högenberg at CGI introducing the topic of human connections and the different contributors of the session. The focus of the tank meeting was presented as what human connections can do for us as individuals and as organizations. And how we can listen to stories and work together to create a bigger understanding of this field.

The CGI Client Global Insights are a global antenna informed by 1,446 in-person client interviews, covering 100+ topics. They function as a proximately model, with many local offices close to the clients and people they work with.

As an example, food is one area CGI Client Global Insights are looking at. Food is interesting because there are so many new diets, more climate focus, new

ingredients. There are also different preferences for food for someone in the military, in a restaurant, or in a school. It is important to understand all the small pieces to be able to give advice and present trends and business priorities within the food industry. A video was then shared about Restaurant Nolla in Helsinki created their concept with an aim to be the first zero-waste restaurant in the Nordic countries. The restaurant uses CGI Waste Manager to manage the daily waste.

Högenberg went on to talk about the importance of connecting people in their networks – employees, shareholders and clients. Each year, CGI investigates their clients experience with CGI’s innovation capabilities. This results in their business plan and an annual report.

Anne Rajkumari, CGI, Human connections study

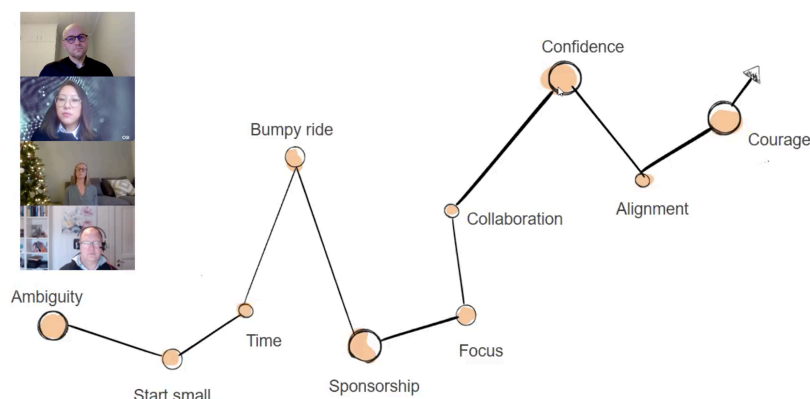
For the CGI Client Global Insights study, CGI conducts in-depth interviews with 1500 client executives and prospects. One statistic that stands out is that only 12 % of executives interviewed felt that their digital strategy is producing results at the enterprise level. To dig deeper, twelve top performing digital thought leaders were interviewed about their insights and experiences from their successful transformation journeys; coming from nine different countries and nine different industries.

The in-depth interviews were performed with an open mind, with three questions being asked. The interviewed people were asked to share their stories based on:

- Tell me about your transformation journey.
- What were some of the key pivots in your journey?
- Share some lessons learned?

Some transformation stories shared were about: a printing business looking to move into a digital business to remain relevant and survive, a 38-year-old bank that needed to innovate and create new offerings and connect better with their customers, and a construction company that needed to use all the latest technologies and also change the culture in their organization to become more competitive.

What did their journeys feel like?

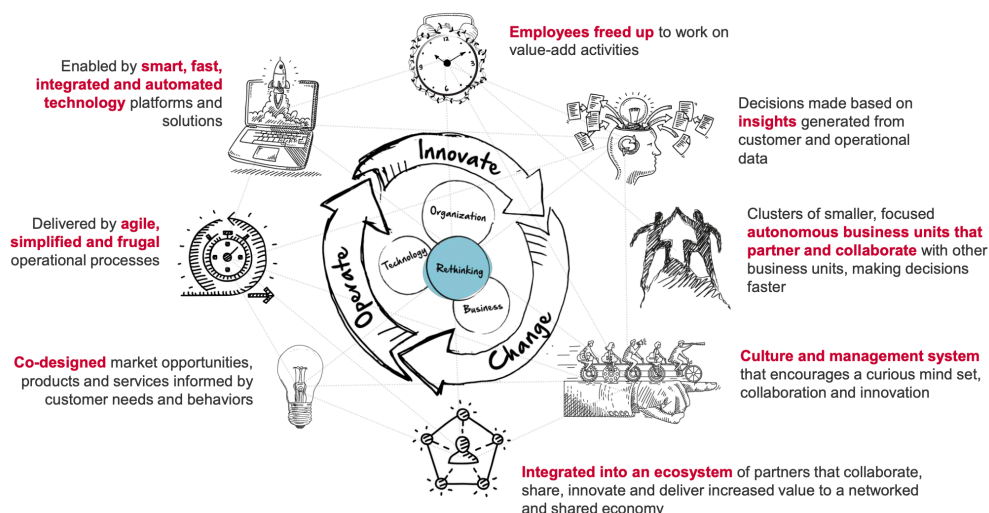




By looking at what feelings the interviewed thought-leaders had connected to their transformation journeys, the importance of courage was one thing that stood out. You need to have the courage to lead and pivot and make the next decision. A combination of having the right data, the right collaboration and the courage that helps you get by the bumpy ride of the transformation journey were key findings.

There are several design principles and frameworks to structure the findings from the interviews around. One principle was employees being freed up to work on value-added activities. For example, one leader had one day a month when every engineer in the company was asked to focus on learning and innovation. It is important to look at the principles in connection to each other. When analyzing all the interviews, CGI found that all stories had a common thread: Human connections

Design Principles



STORIES – TO UNDERSTAND AND ANALYZE HUMAN CONNECTIONS

A key learning from the global Human Connections study was that people are very willing to collaborate and share their stories of insights and learnings. Following the presentation of the global study, the digital tank meeting participants were invited to listen to a number of different stories from different perspectives.

– Marika Martin, Process development designer at Compare about “The urge”

Marika Martin shared a story about a situation where an organization is trying to introduce a new digital tool. There is often a lot of enthusiasm from the management, but there is often also doubt and fear from the employees. The shared example revolved around a digital tool that was introduced at a company to help employees with health advice. One day one of the health advisors emailed Compare to say that

they had started to create flow charts based on their observations from conversations with the employees. Something had shifted in the project, where these health advisors by themselves started creating digital flow charts to support their work. The team had instantly grown, and there was a sense of achievement and accomplishment. This is probably the beginning of a user-involved project on a whole different level.

The key learnings from working on the project included the power of keeping the health advisors in the loop of the project development. Allow all people involved in a project to feel they are involved and can come up with their own initiatives; have an openness in the project to open up for new opportunities.

– Amanda Brynolf, Senior consultant at CGI Business consulting Göteborg about “From fluffy strategies to Fluffy”

Amanda Brynolf shared a story of walking next to the sea with her mother in the beginning of the summer when she was three years old. Suddenly she was knocked down by a big hairy beast. This left her with a fear of dogs. Later in life she had a client (a Veterinary clinics) working with dogs where she needed to follow their work closely. There she met the dog Fluffy that helped her with her fear and made her understand that it was as much her fears for dogs that made them afraid of her. Being out there, also, when you feel uncomfortable, and afraid, is the key. Without being there, with the vet and pet, having the empathy for them, you can never develop services for the ones you aim to help.

– Mikael Rönnholm, Head of innovation strategy and digital innovation at CEVT about “The power of passion”

CEVT recently arranged an Innovation challenge with 150 participants within the company. The challenge was clear, with sponsorship all the way to the owners of the company. At CEVT, things move fast, and they are introducing self-driving cars, two times the speed compared to other cars launched to the market. They could see in the teams that there were some people that were more passionate and driven than others.

In the challenge, diverse teams were created, and they were all handled a predefined setup with innovation activities, helping teams develop their innovation opportunity into a pitch for the leadership team. One of those teams worked on safety, and how to reduce accidents due to blood sugar level drop. Suddenly, they realized, they had another ongoing initiative up and running. But, the difference, where how they started, as one of the new participants, was one of those “users” having blood sugar levels drop, as a consequence of diabetics. With the new insights, and experiences, the speed of the team increased. And here we see, the power of opening up, engaging with others, that also led CEVT to increase their speed in an ongoing initiative. Giving people a good reason to connect, and share opportunities, is key, in order to bring the value of our network into our innovation efforts.

– Carolina Falkholt, Artist, graffiti writer and musician “Everybody needs cheering”

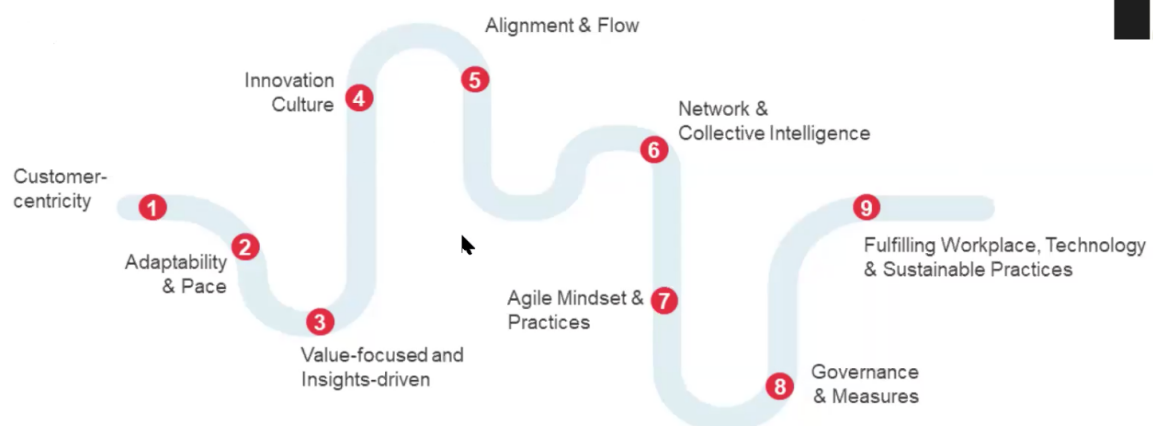
Carolina Falkholt shared a story from when she was living in New York City, where she had a residence and a studio space for a year. She painted a wall in New York City in the fall of 2017 under the theme ‘Everybody needs cheering’. Doing public work opens up for more people to interact with art. Falkholt took a ride on a sky lift through the city in the middle of the night, after being at a gay club, to paint a wall with a giant dick. People on the street were laughing and cheering when she started painting on the wall, and the engagement and the tones in their voices kept her going to complete the artwork. It only took 2 – 3 hours to paint it when listening to the cheering down on the street. The story was picked up by all the media outlets. She later went to Stockholm and did a similar wall painting on Kungsholmen, where we are more open to sexuality.

To communicate strong emotions in a picture, the cheering from a crowd is a great way to increase enthusiasm. It’s always nice when people encourage what you do. Carolina was asked what she strives for, and she answered ‘curiosity’ and to allow people to have fun and be drawn into art.

DESIGN PRINCIPALS FOR HUMAN CONNECTIONS TRIGGER QUESTIONS

Human Connections for Innovation

The Golden Threads for your seamless innovation journey



BREAK-OUT SESSIONS ONE ON ONE

The tank meeting went on to let participants work with a personal assessment, based on 15 identified trigger questions about managing human connections. The goal of the exercise was to understand what each person can measure in their own organization to drive human connections. The group was split up into one-on-one groups to talk about three trigger questions connected to human connections for short 7-minute talks:

- What is your experience from human connections?
- What is your experience from creating empathy to support innovation?
- What is your experience from giving and receiving feedback supporting innovation?

After the break-out sessions, participants filled out a form to answer questions about the level of managing ‘human connections’ in the own organizations. CGI then visualized the answers connected to the design principle, in a first rough model.

Out of all the design principles covered in the form, it became clear that some areas were weaker than others seen from a human connections’ perspective. For instance, within the design principle ‘Innovation Culture’ the identified weaknesses were ‘encourage curiosity’, ‘manage human connections’, ‘helped new people’ and ‘leader’s decisions’. The one green area in the chart was ‘Expert Insights’. Using the trigger questions is one way of measuring the level of human connections within an organization, and to find the weakest points to focus on to increase the use of our networks.

A reflection: When we work with more future-oriented cases we want to look far ahead in the future and see how the organization will function there. Then ‘expert insights’ can actually be a problem, because you get so much information on how the system works now which almost hinders you from thinking different and outside the system. Advice: don’t bring the experts in at the start of the process.

When we start to measure it like this, we have good opportunities to discuss how we can actually use human connections to develop ourselves as individuals and as companies.

A reflection from the group: When we staff our projects, we’ve purely done it on a competence basis. Being frank with that, we haven’t even considered personalities – like if people like working together.

Högenberg ended the session by concluding that this is how you can start looking at human connections and better understanding them. We ended the session with a group picture where we put our hands up to connect to each other virtually.



CLOSING THOUGHTS

Thank you to everyone that took part in IPx nr 52, our digital tank meeting hosted by CGI on how to “Accelerate innovation with human connections”. With the new stories and tools now close at hand, the hope is for each participant to be able to start evaluating how ‘human connections’ are managed in their own organizations, and hopefully excel their innovation capabilities by working closer together with the people around them.

Thank you to Martin Högenberg, Anne Rajkumari, Erik Brandrup Wognsen, and Amanda Brynolf at CGI, Mikael Rönnholm av CEVT, Marika Martin at COMPARE, and Carolina Falkholt, artist and graffiti writer, for hosting and contributing to this IPx session.

SHARED DOCUMENTATION

PRESENTATIONS

Presentation from CGI

CGI Human Connections report

Results from the evaluation of ‘human connections’ in the group

Available on Member’s Area of website: innovationpioneers.net/members-area

UPCOMING DATES FOR 2021

Upcoming dates for next year’s digital tank meetings to be announced shortly.

CONTACT

For questions, comments or suggestions, please contact Susanne Fuglsang at susanne.fuglsang@innovationpioneers.net.