



# INNOVATION PLAYBOOK

FACILITATION GUIDE

# OVERVIEW

**Time:** 2 hours

**Participants:** 6-8 participants, ideally with middle-managers or senior officials from the same organisation, or from different organisations working on the same challenges or projects.

- Shed light on key innovative capacity related challenges participants are encountering
- Help participants assess innovation capacities and define key intervention areas
- Help participants identify key actions that can be taken

**Technical requirements:** 1-2 facilitators

**Getting started:**

- Get ready for your session by creating a Mural from the template available [here](#) (don't forget you need to create an account). The template forms the basis for the entire workshop and will allow you to steer participant engagement and activities during the collaborative session.
- Click 'create mural from template' to unlock it and start your very own session.
- Make sure all other participants also have access to Mural.
- Meeting should be held via Zoom, Microsoft Teams or another online platform and participants should ideally have access to an external computer mouse for the best user experience.



DURATION	<p style="text-align: center;"><b>EXPLANATION of ACTIVITY</b></p> <p style="text-align: center;">(Note the timings presented here are arranged for a 1h45 minute workshop, if you have a two hour time block, please take more time for the discussion items)</p>
Preparation	<ul style="list-style-type: none"> <li>Facilitator(s) should add participant names to the <u>Mural</u> board, replacing “Name Participant X” with each participant name.</li> <li>Facilitator(s) should familiarise themselves with the Mural and goals of the session, running through the facilitation guide.</li> </ul>
5 minutes	<p><b>INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>Welcome participants, introduce facilitators, have a quick round of introductions (name and institution, 30 seconds max. per person).</li> <li>Introduce the <b>Innovation Playbook</b> and goals of the session.</li> </ul>
5 minutes	<p><b>MURAL INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>Introduce participants to Mural board: share link in chat.</li> <li>Ask participants to <b>turn off VPN</b> (to avoid technical difficulties).</li> <li>Ask participants to select the <b>zoom mode</b> (bottom right corner)</li> <li><b>Summon participants to the warm-up activity</b></li> <li><b>Complete the warm up activity.</b> Ask participants to add their name to a sticky note, duplicate the sticky note, and drag to the target.</li> <li>Collectively decide on the focus areas for this exercise.</li> </ul>
12-15 minutes	<p><b>STEP ONE – IDENTIFY CHALLENGES</b></p> <ul style="list-style-type: none"> <li>Introduce participants to Step 1 [2 minutes]</li> <li>Ask participants to drag their 5 voting dots to the questions that point to the most important innovation challenges they are dealing with [Approx. 8 minutes – ask for participants to signal completion via chat]</li> <li>Identify the principle with the biggest sum of voting dots and discuss results with participants [2 minutes]</li> <li>Explain that the session will focus on the principle with most votes, but remind them that they can always go through the activity or use the Playbook to complete the exercise for another principle</li> </ul>

35 minutes	<p><b>STEP TWO – TAKE STOCK</b></p> <ul style="list-style-type: none"> <li>• <b>Summon</b> participants to the Step 2 corresponding to the selected principle [1 minute]</li> <li>• <b>Explain the Step 2 exercise:</b> participants should <b>place their individual circle markers</b> on the scale of Yes – this is a success to No – needs improvement for each question [activity will take approx. 10 minutes – ask them to signal in the chat when they are done]</li> <li>• After participants run through each assessment question individually, <b>discuss each question</b> one by one [approx. 3 mins per question], calling on participants to <b>explain their choice</b> and <b>taking notes of their rationale using sticky notes</b> underneath the spectrum scale [21 minutes]</li> <li>• Remind participants that they can use the parking lot or notes section at any time.</li> <li>• Define the three most critical assessment areas and flag them with the alert signs on Step 3 [2 minutes]</li> </ul>
5 minutes	BREAK
30 minutes	<p><b>STEP THREE – LEVERAGE CHANGE</b></p> <ul style="list-style-type: none"> <li>• For the three flagged alert action areas, ask participants to place the action items on the Matrix of Impact vs. Complexity</li> <li>• Call on a participant to take the lead on placing each action item (a new participant for each item), encourage them to discuss the placement and ask others for their opinions on the placement.</li> <li>• Note to participants that the Playbook provides a toolkit and global case study for each action area in order to help them start their journey.</li> </ul>
3 minutes	<p><b>EXPLANATION OF THE MATRIX</b></p> <ul style="list-style-type: none"> <li>• Note that the action items in the top left quadrant are classified as “Quick Wins” and might be a good starting point.</li> <li>• Note that action items in the top right corner require greater effort, but could also bring greater rewards.</li> <li>• Classify items in the bottom left corner as nice-to-have but more “maybes”</li> <li>• Note that items in the bottom right corner are possibly not the best valued starting points given their complexity and limited impact.</li> <li>• From this classification of actions using the Matrix, a roadmap emerges: this can be a starting point for creating genuine change. You can see this interpretation key for the Matrix <a href="#">here</a>.</li> </ul>

12 minutes

### CONCLUSION AND NEXT STEPS

- **Post and verbally discuss** these **three questions one at a time**:
  - Did you discover anything surprising about your innovative capacity and context through this exercise?
  - How do you think the results of this exercise can be used in your country?
  - Which actions are you more keen to advance in your country? (Note down the key actions and commitments of participants using sticky notes)
- Open space for participants to place questions
  - Remind participants that they can use the playbook or run this exercise at any time.
- Thank participants for time

And don't forget to...

PROVIDE US  
WITH FEEDBACK!

Share your experience of using the Playbook and tag us on Twitter or LinkedIn!