From automated behaviour to innovation resilience behaviour: Improving the management of R&D and innovation projects

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Topics of my talk

• 1.) mindful infrastructure and innovation resilience behaviour
• 2.) overcome critical incidents
• 3.) examples of innovation resilience behaviour
• 4.) tool to strengthen team innovation resilience behaviour
Failure of Projects

• 1. Complexity
  – Creativity not guaranteed
  – Unpredictable

• 2. Mixed messages > defensiveness

• 3. Circular mechanisms
HRO-principles

• 1. alert of small failures
• 2. resist oversimplification
• 3. sensitive to operations
• 4. commitment to resilience
• 5. deference to expertise
Mindful infrastructure

- 1. team psychological safety
- 2. team learning behavior
- 3. team voice
- 4. complexity leadership
Mindful Infrastructure

Innovation Resilience Behaviour (IRB)

Minimize Manage Mend

Critical incident

Project management tools

Management initiatives

Team initiatives / actions
1. Initiatives by the team
2. Initiatives by management
3. Project management tools

Managing & Mending but NOT Minimizing

Critical incident

Critical recovery

Examples:
A. Teamleader redesigns innovation
B. Meticulously monitoring to control risks
C. Distributed leadership and self-organising and 8D teams

Effect:
A. Feasible innovation
B. Good working relations between teams and trust
C. Achieved next generation innovation
Team A: sensitivity to operations; deference to expertise

Team B: alert to small failures; resist oversimplification; sensitivity to operations

Team C: commitment to resilience, deference to expertise

no escalation of critical incidents
In case of threat, discomfort, incompetence, fear

Theory-in-use

<table>
<thead>
<tr>
<th>Theory-in-use</th>
<th>Win, do not lose / fail</th>
<th>Do not check information on validity</th>
<th>Avoid making ambiguity discussable; Risk avoidance</th>
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<tbody>
<tr>
<td>Espoused model</td>
<td>Win, do not lose / fail, but also be transparent, vulnerable and open</td>
<td>Validate your thoughts and opinions</td>
<td>Controlled risk taking; solve ambiguities</td>
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Arghis & Schon, 1974

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This document contains a flowchart showing the relationship between governing variables, action strategies, and consequences, highlighting concepts such as double-loop and single-loop learning. The text discusses avoiding ambiguity and risk-taking to validate thoughts and opinions.
Innovation Resilience Behaviour (IRB) Tool:

• 1] Assess presence of defensiveness in teams
• 2a] Assess presence of mindful infrastructure
• 2b] Assess presence of IRB
• 3] Wrap up
Step 1 IRB Tool:
Assess presence of defensiveness in teams

• Exercise 1] Assess defensiveness in teams with ‘two column model’
• Exercise 2] Inventory of possible critical incidents; link flawed IRB behaviour to these; discuss defensiveness resulting in risk avoidance

Result: make defensiveness discussable
Step 2 IRB Tool:
Move and go about it

• Exercise 1] Assess mindful infrastructure (with 3 checklists)
• Exercise 2] Assess IRB (with 1 checklist)
• Exercise 3] Assess relation MI [safety, learning, voice, leadership] and 5 IRB Principles [alertness, oversimplification, operations, resilience, expertise]

*Result: insight if team operates mindful and alert & resilient*
Step 3 IRB Tool:
Wrap up

• Exercise 4] Assess if you gonna do it!
• Exercise 5] Assess which competencies to improve
• Exercise 6] Develop your own tools

Result: Automated IRB with team ownership
Example Team Tool:

Decision making checklist from the client perspective

• **Alertness**: Are we aware of the wishes of our clients, and could this decision harm their interests?

• **Simplification**: Did we consider all possible alternatives and is our decision based on facts?

• **Sensitivity**: Have we checked the effect of the decision for the rest of the organisation, other teams, other aspects of the innovation, other projects for the same client?

• **Resilience**: do we know all consequences of our decision and do we have alternative / restoring actions in place?

• **Expertise**: Do we know who to turn to in the case of every thinkable unwanted effect, and is this person / expertise available when we need them / it?
Thank you for your kind attention!

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