

# INNOVATION PLAYBOOK

## WHY DOES THE AIR FORCE NEED AN INNOVATION PLAYBOOK?

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Innovation is no longer the sole domain of the researcher, engineer, or technician. The Air Force now needs all Airmen to be innovators everywhere, with everyone, every day.

“In the infinite game we are in, the adversaries have caught up to us, and for some of them, we can’t compete in terms of scale. We must out-innovate them, continually. WHY must we innovate? If we don’t we will lose. HOW does the AF innovate? By having an ecosystem which harvests the ideas of our Airmen; by having a culture that foments and encourages innovation; and by having Airmen who know how to innovate.”

– Lt. Gen. Marshall B. Webb, Commander, Air Education and Training Command

## WHY AM I READING THIS PLAYBOOK?

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**Hello Airman,**

You are currently reading this Playbook because you:

- Have an Air Force specific challenge that you’d like to address
- Believe that innovation can help you address it
- Want to understand the innovation processes, tools, and techniques you should use to address it
- Are curious about the innovation resources available to you

**You’ve come to the right place!**

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# WHO AM I AND WHAT DO I NEED?

	PRACTITIONER	COACH	SPONSOR	ADVISOR
	 <p>An Airman who has a challenge and wants to use innovation to address it</p>	 <p>An Airman who is a Certified Professional Innovator who wants to help solve an innovation challenge</p>	 <p>An Airman who is in a senior leadership role and wants to use her resources and influence to support an innovation project from start to finish</p>	 <p>An Airman who is in a senior leadership role and wants to create a sustainable culture of innovation</p>
<b>NEEDS</b>	Innovation training, team members, coaching, sponsorship, influence, resources, and an innovation culture	Innovation team to support, coaching resources	Innovation project to support, sponsorship resources, buy-in from superiors, metrics to show project impact	Innovation projects and sponsors, innovation metrics to show impact and justify investment in projects
	Use this playbook as a companion workbook during the curriculum and to solve your challenge	Use the “Coaches Callouts” throughout this document and the Coaches Corner Chapter at the end of this playbook to find innovation tools and resources	Use this playbook to understand innovation methodology and find the tools and resources used by your team	Use this playbook to find innovation tools and resources

# WHAT TYPES OF CHALLENGES CAN THIS PLAYBOOK HELP ADDRESS?

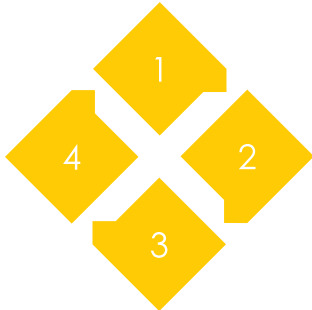
While this Playbook’s primary purpose is to help an Airman solve a specific innovation challenge, it can also help you address other issues:

FREQUENTLY ASKED QUESTION	INNOVATION TOOL/RESOURCE
How do I get through to my superior officer?	How to Win a Bar Fight document ( <a href="http://bit.ly/3iHjo2b">bit.ly/3iHjo2b</a> )
How do I build a better team?	How to Create High Performing Teams document ( <a href="http://bit.ly/38BCbYr">bit.ly/38BCbYr</a> )
How do I get my teammates to engage in CONSTRUCTIVE CONFLICT™?	Leveraging Your Strength to Create CONSTRUCTIVE CONFLICT™ document ( <a href="http://bit.ly/38CHXsH">bit.ly/38CHXsH</a> )
How can I present an idea I have in a compelling way?	How to Create a Pitch document ( <a href="http://bit.ly/3e8O4pV">bit.ly/3e8O4pV</a> )

# HOW DO I ADDRESS MY INNOVATION CHALLENGE?

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In order to solve your innovation challenge, you need to answer several key questions that each represent a step in the innovation process:



## INNOVATION PROCESS STEPS

### 1. Set a High-Quality Target

*What exactly is the challenge I'm trying to address?*

### 2. Enlist Deep and Diverse Domain Expertise

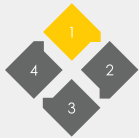
*Who has the skills, resources, and influence to help me address the challenge*

### 3. Take Multiple Shots on Goal

*How can I create "experiments" to test possible solutions to my challenge?*

### 4. Learn from Experience and Experiments

*How can I take what I've learned and reconstruct my solution?*



## SET A HIGH-QUALITY TARGET

*What exactly is the challenge I'm trying to address?*

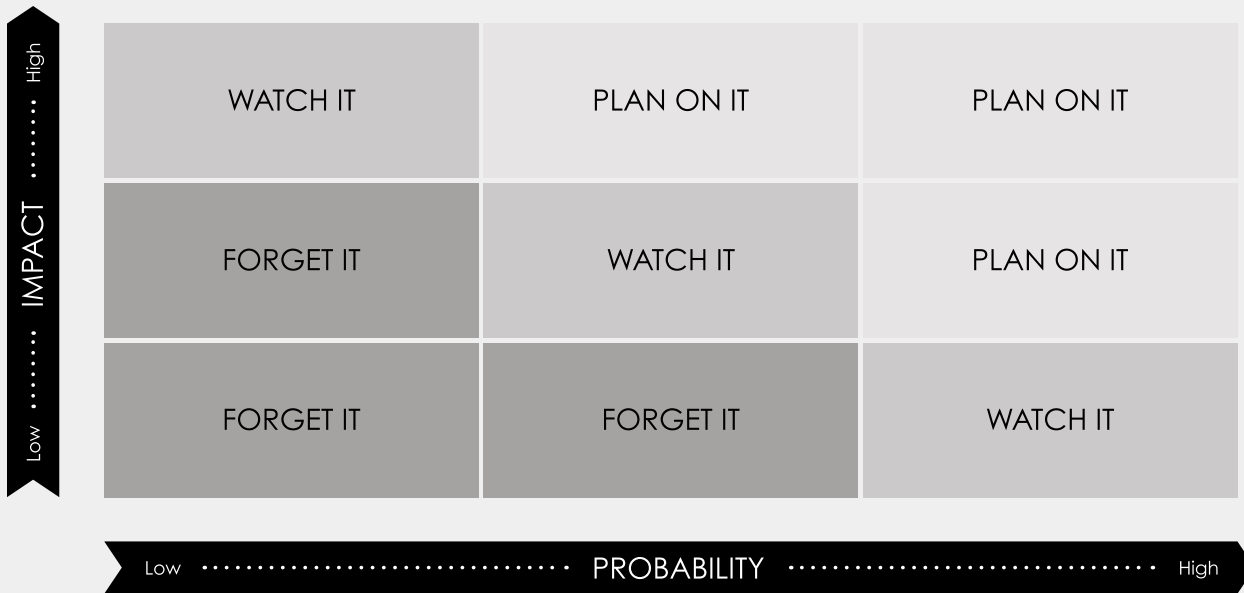
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### WATCH THE WEATHER

- In order to craft a challenge statement that clearly defines the challenge you are trying to address, you must "watch the weather"
  - Which coming trends/happenings are:
    - Making the challenge harder to address
    - Increasing the likelihood of you addressing the challenge
- Tips and tricks:
  - Consult industry, USAF, and other sources (see Innovation Resource Library on page 23)
  - Consider happenings in trends and technology (**green**), actions of adversaries and competitors (**blue**), challenges created by rules and regulations (**red**), and behaviors of fellow service members, community partners, and allies (**yellow**).

### ASSESS IMPACT AND PROBABILITY

- What factors are the most impactful and probable?
  - Expect these factors to happen and adjust your target challenge accordingly
    - Include factors that must be considered due to regulations or mission objectives (e.g., casualties may be improbable but must be considered)
  - Ignore factors that are neither impactful nor probable



## CRAFT YOUR HIGH-QUALITY TARGET

- Based on the factors you assessed to be both probable and impactful, craft your high-quality target
- High-quality targets are simple but powerful—they need to be:
  - Specific
  - Measurable (in an objective way)
  - Have an end date or a deadline
  - Succinct
  - Feasible
  - Most importantly, they need to be WOW

## HIGH-QUALITY TARGET EXAMPLES

Here are some examples of high-quality targets and their associated outcomes:

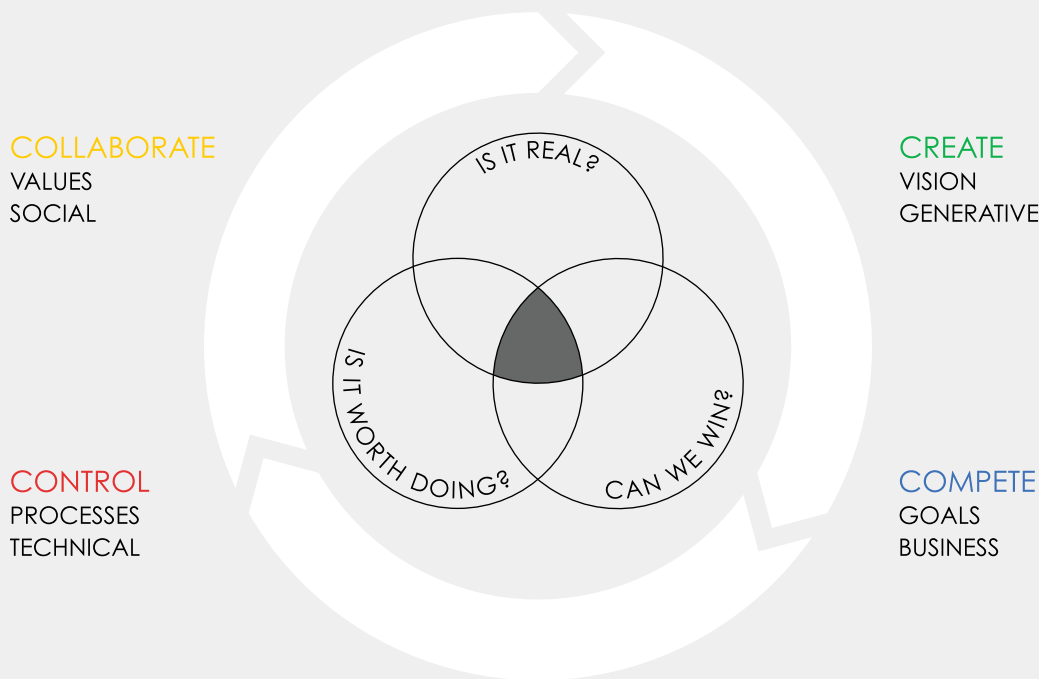
HIGH-QUALITY TARGET	OUTCOME
Send an American safely to the Moon before the end of the 1960s	Apollo 11 Moon landing in 1969
Achieve controlled, sustained flight of a powered, heavier-than-air aircraft	Wright Brothers flight with Wright Flyer in Kitty Hawk, NC in 1903
Cut normal aircraft refueling times in half	“Hot refueling” of aircraft (refueling while its engines are running)
Accurately airdrop supplies to remote areas, while keeping aircraft out of the enemy threat	Joint Precision Airdrop System (JPADS)—military airdrop system which uses GPS, steerable parachutes, and an onboard computer to steer loads to a designated point of impact on a drop zone

Here are some examples of high-quality targets that are currently being solved:

HIGH-QUALITY TARGET
How might the LeMay Center use a DEVops approach to fuse emerging concepts and incorporate lessons learned while rapidly validating, approving, and release JADO doctrine to the community?
Create a comprehensive process that permits push/pull of Air University intellectual work to and from Air Force stakeholders so that they can expand on it, revise it, and apply it.
Find a scalable minimum viable product to forge connective tissue between our Airmen, industry, academia, and policy makers to expedite delivery of solutions to Air Force challenges.
How does Air University's Squadron Officer School attract and retain the most selective faculty?

## REFINE YOUR HIGH-QUALITY TARGET

- Once you have your high-quality target, apply the 3M test:
  - Is this real? Does the opportunity really exist?
  - Can we win? Do we have the capability to do this?
  - Is it worth doing? Does this matter in the big scheme of things? Does this align to a larger Air Force goal?
- If you cannot answer a resounding “yes” to all three questions, go back and rework your target



### COACHES CALLOUT

The goal is to find a target that is at the intersection of solving the problem, feasible within reasonable constraints, and does inspire and activate ‘Wow’ innovation.

## STATE YOUR CHALLENGE

Take a moment to state your high-quality target (challenge statement) in the following format:

How to make...  
**[your challenge stated in the affirmative]**...  
happen

Crafting your challenge statement can be a challenge of its own. Consult the “Clarify” section of The Creative Mindset Workbook ([bit.ly/3vI0PHG](https://bit.ly/3vI0PHG)) for additional guidance.

### COACHES CALLOUT

- **Advice from Lt. Col. Brandie Jeffries:**  
Your first attempt at finding a high-quality target might not be your last. Don't be hesitant to move beyond your initial target because it was a struggle to get there to begin with.
- **Prompt for coaches to share:**  
What lessons from your experience setting HQT can you share with your team?
  - Did your team struggle with this step, or adjust their HQT over the next few months?

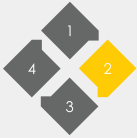
## SET A HIGH-QUALITY TARGET WRAP-UP/ADDITIONAL RESOURCES

### Step by Step Process Explanation:

- CPI Video 4—Set High Quality Targets ([innv.at/CPI-video4](https://innv.at/CPI-video4))
- How to Set High Quality Targets document ([bit.ly/31UPMIM](https://bit.ly/31UPMIM))

### Clarifying the Challenge Statement:

- The Creative Mindset Workbook document ([bit.ly/3vI0PHG](https://bit.ly/3vI0PHG))



# ENLIST DEEP AND DIVERSE DOMAIN EXPERTISE

*Who has the skills, resources, and influence to help me address the challenge*

## REFLECT ON YOUR CAPABILITIES

- Think of all the skills you will need on this project
- Assess your own skills that are relevant to the project
  - You may want to ask people who know you best (family, close friends, and colleagues) to help you
- Organize your skills by skill level
  - Unique: Do more
  - Masterful: Develop other people
  - Competent: Develop other people and delegate
  - Incompetent: Delegate
- Compare the project skills to your skills
- Based on your analysis, make a list of potential team members who can complement or supplement your skills
  - Consider choosing team members outside of your unit, squadron, base, command etc. to increase diversity of perspectives and skills

### COACHES CALLOUT

Your team will work more efficiently and productively if the team members can trust, rely on, and support each other. There are many team building exercises, including rope courses and survival camp. But you don't need to invest in a fancy exercise. What you need to do is focus on creating a situation that is not familiar to the participants where they need to try new things, fail, learn, and make adjustments to be successful.

Try the Tent Exercise for Team Building ([bit.ly/38MfalH](http://bit.ly/38MfalH)).

## FIND OUT YOUR AND YOUR TEAMMATES' INNOVATION STYLE

- Take the Innovation Genome online assessment ([usaf.innovationgenome.com](http://usaf.innovationgenome.com)) and have your teammates do the same
- Note all of your innovation leadership styles
- Assign the appropriate role for each to ensure that your team reflects all four of the Innovation Genome quadrants

## CONSIDER WHAT TYPE OF TEAM YOU NEED AND WHEN

- Depending on your challenge, you will need to enlist the help of people with particular skills at different points in time
- Some team members will rotate in and out depending on your needs

LIGHTWEIGHT TEAM MEMBERS	HEAVYWEIGHT TEAM MEMBERS
Team members have a regular job	Team members' only job is the project
Team members need to influence the organization	Team members have power over the organization
Team members request resources	Team members have a budget and return on investment goals
Team membership can be indefinite	Team membership has an end date

## CREATE A TEAM CHARTER

- The most important element in building a team is to establish a strong relationship among the heavyweight team members
- The team charter:
  - Shows commitment that you and your teammates make to execute your innovation projects
  - Is a shared agreement among everyone in your team about general rules of conduct
  - Spells out the team norms and expectations
- Use the Team Charter document ([bit.ly/2O14XrX](http://bit.ly/2O14XrX)) to guide the development of your team's charter

## ENLISTING SPONSORS

**Here are the steps you should take to enlist sponsors of your innovation project:**

1. Identify potential sponsors
  - Ask yourself which individuals in your squadron, unit, command, base etc. have the power to legitimize your innovation project within your organization, can provide you with the resources you need, and can influence top leadership?
  - Create a list of potential sponsors, then shorten the list by focusing only on those who are the most likely to benefit from the success of your project
2. Define the project sponsor role
  - Prepare a concise “job description” that explains exactly what you need from your sponsors in terms of resources and support
3. Prepare an elevator pitch for your potential sponsors
  - Give a brief summary of your innovation project and the challenge you want to address
  - Your pitch should answer the following questions
    - Why should I listen to you?
    - What's in it for me?
    - What are the three most important things I need to know?
    - What does success look like?
    - What are the next steps?
4. Set aside time to meet with potential sponsors and deliver your elevator pitch
5. Choose your sponsor(s)
  - Based on their reactions to your pitch, choose the sponsors that are bought into your idea and want to support you
6. Keep your sponsor in the loop
  - Schedule recurring meetings with your sponsor to update her on the status of your project and to get feedback at major project milestones

### COACHES CALLOUT

- **Advice from Retired Col. Bill DeMarco:**  
How a group comes together around an idea is incredibly important, which starts with the Team Charter.
- **His recommended process to create the Team Charter in four steps:**
  - Solicit and record the entire team's input on Team Charter content
  - Have one person write it out and share that draft of the Team Charter with the rest of the team
  - Collect final feedback on the draft and have one person (maybe someone different) write the final version of your Team Charter
- **Set the tone with Col. Jason Trew:**  
“Our charter was a living document that we adapted over time. As we lived into our project, we had to make changes to our Team Charter, but we did that as a group because whatever we did, we agreed to do it collaboratively, even our Team Charter.



## Tips and tricks for Enlist Deep and Diverse Domain Expertise:

- Keep your elevator pitch short and sweet
  - The pitch should be no more than 2 minutes long
- Consider how your solution can make your sponsor look good
  - How can sponsoring this project help the sponsor garner respect from her commanding officer and senior leadership?
- Anticipate resistance
  - Think about how to sweeten the deal if the sponsor mentions those who stand to lose something from the implementation of your solution
- Think about cross-unit collaboration
  - Your sponsor may not be in your unit— use relationships with people in your unit to connect you to other potential sponsors outside of your unit

### COACHES CALLOUT

#### Col. Bill DeMarco Highlights:

“You have to look on the other side of ‘you’ (or your team). There are a lot of people who want to help but sometimes we’re the ones that are afraid to ask the question. If you ask someone to help and they say ‘No’, big deal... all you need is one ‘Yes’.”

## ENLIST DEEP AND DIVERSE DOMAIN EXPERTISE WRAP-UP/ADDITIONAL RESOURCES

### Step by Step Process Explanation:

- CPI Video 5— Enlist Deep and Diverse Domain Expertise ([innv.at/CPI-video5](http://innv.at/CPI-video5))

### Team Creation:

- How to Create High Performing Teams document ([bit.ly/38BCbYr](http://bit.ly/38BCbYr))
- Picking the Right Team Members document ([bit.ly/38xVQbE](http://bit.ly/38xVQbE))
- USAF Strengths and Weaknesses document ([bit.ly/2Z7eOCH](http://bit.ly/2Z7eOCH))

### Team Management:

- Team Charter document ([bit.ly/2O14XrX](http://bit.ly/2O14XrX))

### Team Building:

- Tent Exercise for Team Building document ([bit.ly/38MfalH](http://bit.ly/38MfalH))



# TAKE MULTIPLE SHOTS ON GOAL

*How can I create “experiments” to test possible solutions to my challenge?*

## UNDERSTAND YOUR KEY STAKEHOLDERS

- Make sure you understand your key stakeholders in the Air Force (e.g., your unit, squadron, command, base, organization, etc.) to ensure that you design a solution that works for them
- There are several tools you can use to gain a better understanding of the needs of your key stakeholders:
  - Customer Journey Map document ([bit.ly/3eCx52S](http://bit.ly/3eCx52S))
  - Empathy Map Canvas document ([bit.ly/31VNcCC](http://bit.ly/31VNcCC))
  - Customer segmentation
  - Focus groups
  - Surveys

## HOST A STRUCTURED BRAINSTORMING SESSION

- Host a structured brainstorming session during which you and your team come up with potential solutions to your challenge
- Use the How to Take Multiple Shots on Goals document ([bit.ly/3iFXf4w](http://bit.ly/3iFXf4w)) and follow each step of the brainstorming process
  - Use the Solution Starters document ([bit.ly/2Z8gUT2](http://bit.ly/2Z8gUT2)) if your team gets stuck
- Once you’ve completed the brainstorm you will have:
  - Generated a large number of solution ideas
  - Refined your ideas
  - Created hybrid solutions
  - Evaluated your portfolio of ideas to determine which are worth pursuing
  - Converted your ideas into action plans
  - Created a set of experiments to complete in the next 90 days

### COACHES CALLOUT

**Lt. Col. Brandie Jeffries** highlights that when “we wear a uniform, we don’t like to go ‘back in time’ because we don’t like to do rework. Rework is not anything anyone wants, but there is a lot of rework when it comes to innovation. You take a shot, and if it doesn’t work, you have to go back. So, be sure to practice the ‘art’ of casting the net wide, narrowing it back down, and recasting, etc. is difficult for teams to do.”

### COACHES CALLOUT

Don’t worry about the ‘dumb’ idea...throw it up on the board and see what will come from it. That ‘dumb’ idea may lead to a GREAT solution.

## GAIN BUY-IN

- As you attempt to launch your experiments, you will encounter some obstacles; to overcome these obstacles, take the following steps:
  - Identify key obstacles and their specifics and develop possible solutions
  - Translate the solutions into action
  - Identify key stakeholders who can help make the innovation happen
  - Analyze your key stakeholders to determine what you need them to do to (or not do) to enable your innovation project
  - Put together a persuasion strategy
- Use the How to Win a Bar Fight document ([bit.ly/3iHjo2b](http://bit.ly/3iHjo2b)) to guide this process

### COACHES CALLOUT

#### REINFORCE tips for encouraging buy-in:

1. Why should I listen to you?
2. What's in it for me?
3. What are the three most important things I need to know?
4. What does success look like, what are the next steps?

### COACHES CALLOUT

#### Advice from Col. Bill Demarco (Ret.):

When you're going through divergent thinking, no idea is too big. It's easier to converge on something grand (think: have a larger funnel) than to be forced back out from convergent thinking into divergent thinking when you find out your idea is too small.

## TAKE MULTIPLE SHOTS ON GOAL WRAP-UP/ADDITIONAL RESOURCES

### Step by Step Process Explanation:

- CPI Video 6—Take Multiple Shots on Goal ([innv.at/CPI-video6](http://innv.at/CPI-video6))
- How to Take Multiple Shots on Goals document ([bit.ly/3iFXf4w](http://bit.ly/3iFXf4w))

### Brainstorming:

- Solution Starters document ([bit.ly/2Z8gUT2](http://bit.ly/2Z8gUT2))

### Team Management:

- Leading Innovation Teams document ([bit.ly/3eaJ581](http://bit.ly/3eaJ581))
- Leveraging Your Strength to Create CONSTRUCTIVE CONFLICT™ document ([bit.ly/38CHXsH](http://bit.ly/38CHXsH))
- How to Resolve Conflicts in Your Team document ([bit.ly/2ACP5sq](http://bit.ly/2ACP5sq))

### Gaining Buy-In:

- CPI Video 9—How to Win a Bar Fight ([innv.at/CPI-video9](http://innv.at/CPI-video9))
- How to Win a Bar Fight document ([bit.ly/3iHjo2b](http://bit.ly/3iHjo2b))

### Empathy Map

- Empathy Map Canvas document ([bit.ly/31VNcCC](http://bit.ly/31VNcCC))

### Journey Mapping

- Customer Journey Map document ([bit.ly/3eCx52S](http://bit.ly/3eCx52S))



# LEARN FROM EXPERIENCE AND EXPERIMENTS

*"How can I take what I've learned and reconstruct my solution?"*

## ADAPT PROJECT BASED ON LEARNINGS

- Conduct a debrief or "hot wash"
  - What are the key measures?
  - Did the experiment achieve the measures?
  - What works and what doesn't?
- Focus on what works, and create some simple rules: how-to rules, boundary rules, priority rules, timing rules, and exit rules
- Learn from the experience and create an action plan for the future:
  - What would you continue doing
  - What would you stop doing?
  - What would you change?
- Use the Learn from Experience & Experiments document ([bit.ly/3gEaGzU](http://bit.ly/3gEaGzU)) to guide your action review process

### COACHES CALLOUT

**From Lt. Col. Megan Allison (Ret.):**

"The beautiful thing is that you have to go through the process [to learn how to innovate]. In order to go through the process, you have to have those hurdles, hit those roadblocks, and you have to stumble to get back up, which helps you gel as a team and learn the process, in general."

## PITCH YOUR FINAL SOLUTION

- Prepare a presentation of your solution prototype or proof of concept
- Pretend you're pitching to a Venture Capital Committee, and you're explaining why they should invest in you and your project
- Create a clear line of argument from the challenge statement
  - How does the solution solve the challenge?
  - How does the new product/service satisfy unmet needs?
- Deliver your pitch to sponsors and senior leadership who can determine whether your project will be funded, needs more development, or will be terminated
- Use the How to Create a Pitch document ([bit.ly/3e8O4pV](http://bit.ly/3e8O4pV)) to prepare your pitch

### COACHES CALLOUT

**Prompt for coaches to share:**

How did failing and iterating help equip your team to be more effective in your pitch? What lessons can you share, from your experiences in an earlier cohort, that helped you prepare for your pitch?

## LEARN FROM EXPERIENCE AND EXPERIMENTS WRAP-UP/ADDITIONAL RESOURCES

### Step by Step Process Explanation:

- CPI Video 7—Learn from Experience and Experiments ([innv.at/CPI-video7](http://innv.at/CPI-video7))
- Learn from Experience & Experiments document ([bit.ly/3gEaGzU](http://bit.ly/3gEaGzU))
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### Pitch:

- How to Create a Pitch document ([bit.ly/3e8O4pV](http://bit.ly/3e8O4pV))

### Experiments:

- Jumpstarting Innovation Workbook USAF ([bit.ly/2BQwda3](http://bit.ly/2BQwda3))
- Innovation Maturity Model document ([bit.ly/38ySzZs](http://bit.ly/38ySzZs))

# FREQUENTLY ASKED QUESTIONS

Below is an extensive list of FAQs and the innovation tools and resources that address them:

FREQUENTLY ASKED QUESTION	INNOVATION TOOL/RESOURCE
How do I know if my innovation is WOW?	Set a High-Quality Target resources on page 23
How do I know I've selected an appropriate HQT?	
What do I do if my HQT is too broad?	
What do I do if my HQT is too narrow?	
What do I do if I don't think my HQT can be solved?	
How do I build a better team?	Enlist Deep and Diverse Domain Expertise resources on page 24, such as:
How do I find experts?	
What do I ask an expert?	
How do I use the feedback to help my innovation project?	
How do I keep my experts informed of team progress?	
How do I get through to my superior officer?	Take Multiple Shots on Goal resources on page 24, such as:
How can I help my team members get along?	
How do I lead a team that is working on an innovation project?	
What is off-Broadway in the Air Force?	
How do I get the money/freedom/time to experiment?	
How do I evaluate if I'm taking diverse shots on goal with the different "colors"?	
How do I get my teammates to engage in CONSTRUCTIVE CONFLICT™?	
How can I present an idea I have in a compelling way?	
How do I track progress?	
What does success look like?	
	Learn From Experience and Experiments resources on page 25, such as:
	• How to Create a Pitch document ( <a href="http://bit.ly/3e8O4pV">bit.ly/3e8O4pV</a> )

## COACHES CORNER

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### COACHES CALLOUT

#### Advice from Lt. Col. Brandie Jeffries:

The coach is there to provide left-right boundaries. It's difficult for coaches to NOT jump in and want to get involved with identifying solutions or even identify the High-Quality Target. The role of the coach is to keep the team moving forward, whatever that looks like. Every team is going to have a different experience. Sometimes, my role is to push them. Sometimes my role is to sit back and let the team hash it out. Having the discernment of when that's needed is the critical piece of the coaching."

## WHO IS THE COACH AND WHAT ARE THEIR RESPONSIBILITIES?

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- The coach guides a team of cohort participants through the Jumpstart, project acceleration, and pitch process by:
  - Encouraging prismatic thinking and constructive conflict
  - Bringing complex concepts to life by connecting them to real-world examples
  - Getting the team “unstuck” during times of confusion or “analysis paralysis”
  - Being a sounding board and offering feedback on solution ideas and pitch development
  - Sharing personal stories and expertise where relevant to improve team understanding
  - Acting as liaison between the team and sponsors—all material should be shown to a coach before being presented to a sponsor
- **As Col. Bill DeMarco (Ret.) puts it:** Coaches are NOT team members, team leaders, or team admins. The coach is not responsible for any deliverables. The team must lead itself and is responsible for managing its own tasks and deadlines.
- **Watch the Coaches' Corner #1 - Team Charter, HQT, Coaching video** ([youtu.be/wpkjr7nuNIY?t=232](https://youtu.be/wpkjr7nuNIY?t=232)) for more guidance.

## WHAT IS THE ROLE OF A COACH?

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- Plan, stage, and facilitate innovation programs
- Train high-performing innovation leaders
- Coach, mentor, and motivate innovation leaders by sharing perspective and giving alternative approaches to problem-solving
- Communicate and consult with key stakeholders
- Ask the team difficult questions to help move forward
- Time commitment: 1-2 hours/week
- **Col. Jason Trews highlights his role** “as a soundboard for members of the team to throw ideas back and forth,” because as a fellow Airman, he was able to translate it through a similar language and perspective. That said, he mentions a diversity of perspectives is critical because “it is good to find a different domain and see what sticks with other domains” before applying it to the USAF.

## JUMPSTART FOR COACHES

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- Utilize the Jumpstarting Innovation Facilitator Guide ([bit.ly/30NAALT](http://bit.ly/30NAALT)) for more guidance on preparing, facilitation, and post-workshop coaches' activities.

## CREATE HIGH PERFORMING TEAMS

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- Depending on your innovation initiative, you will need to enlist the help of people with particular skills at different points in time. Some team members will rotate in and out depending on your needs. The most important element in building a team is to establish a strong relationship among the team members, especially in your core team.
- Utilize the How to Create High Performing Teams document ([bit.ly/38BCbYr](http://bit.ly/38BCbYr)) for guidance.

## SETTING HIGH-QUALITY TARGETS

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- Don't be limited to technology. Reassess and challenge any assumptions surrounding the technology as it relates to the problem. Focusing on the technology aspects of a specific product might shrink the market; instead, look for and solve the bigger picture problem.
- Start with the low hanging fruit. Target a rich environment or market initially then focus on one and systematically iterate to find the biggest opportunity. Alternatively, target a segment that Airmen know well and where connections are established. Identify which part of the greater USAF's Core Competencies will fit best with this opportunity.
- Watch the Coaches' Corner #1 - Team Charter, HQT, Coaching video ([youtu.be/wpkjr7nuNIY?t=114](https://youtu.be/wpkjr7nuNIY?t=114)) for more guidance.



## BRAINSTORMING (FOR COACHES)

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### SHARE YOUR BRAINSTORMING TIPS:

- The teams have to get past the point of a ‘right answer’
- Make sure to find ways to brainstorm that will energize your team.
- The Competing Values Framework ideas of Divergent and Convergent thinking should be introduced but not limited to the brainstorming. Practice the art of casting a wide net and then narrowing and recasting
- Try using some music and give people time to organize their thoughts. If that doesn't work...take another shot on goal.
- Questions for you (the Coach)
  - The brainstorming day is arguably the most fun day of the Jumpstart. How did your team create an environment that fostered creativity? What worked, what didn't work?
  - Did you return to your brainstorming boards later in the process? If so, how did that help you?
  - How did you come up with your plan to launch experiments?
  - What was the biggest hurdle with taking “shots on goal”?
  - Were there Air Force resources that you found to be helpful during this process?
- **Watch the Coaches' Corner #3 - Brainstorming video ([youtu.be/NxCJ6WAqBow](https://youtu.be/NxCJ6WAqBow)) for more guidance.**

## ENCOURAGE DIVERSE PERSPECTIVES

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- During day two, the team will think about people who can help you with your project. What are some of the best places for Airmen to look for new team members, sponsors, and advisors?
- Asking for help outside our organizations is not a common practice for a lot of us. What advice do you have to offer Airmen who are unsure about how to reach out to a potential team member?
- When you look back on how you formed your heavy and lightweight teams, is there anything you would have done differently?
- **Read the Leading Innovation Teams document ([bit.ly/3eaJ581](https://bit.ly/3eaJ581)) for more guidance.**
- **Watch the Coaches' Corner #2 - Diverse Teams, Networking, Sponsor video ([youtu.be/J-FaWMY\\_d68](https://youtu.be/J-FaWMY_d68)) for more guidance.**

## PROJECT ACCELERATION

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- Share the lessons from your project:
  - After the Jumpstart, did your team lose momentum? Why or why not?
  - Is there anything you would've done differently after the Jumpstart ended?
  - How did your team find its project sponsor?
- What advice do you have for Airmen who are about to enter the project acceleration phase?

# GETTING ACROSS THE FINISH LINE

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- Help the team over the finish line
  - Know when it's time to converge
  - Divergent thinking has its role even at the end (i.e., presentation best practices)
  - Help team connect to presentation specialists
  - Challenge your team on “Wow” and specific “ask”
  - Tips to keep everyone engaged
- **Watch the Coaches' Corner #4 - Pitch & Momentum video ([youtu.be/jnulBdylzKM](https://youtu.be/jnulBdylzKM)) for more guidance.**

## COACHES CORNER WRAP-UP/ADDITIONAL RESOURCES

### Step by Step Process Explanation:

- How to Create High Performing Teams document ([bit.ly/38BCbYr](https://bit.ly/38BCbYr))
- Jumpstarting Innovation Facilitator Guide ([bit.ly/30NAALT](https://bit.ly/30NAALT))
- Leading Innovation Teams document ([bit.ly/3eaJ581](https://bit.ly/3eaJ581))

### Words of Wisdom:

- Coaches' Corner #1  
Team Charter, HQT, Coaching video ([youtu.be/wpkjr7nuNIY](https://youtu.be/wpkjr7nuNIY))
- Coaches' Corner #2  
Diverse Teams, Networking, Sponsor video ([youtu.be/J-FaWMY\\_d68](https://youtu.be/J-FaWMY_d68))
- Coaches' Corner #3  
Brainstorming video ([youtu.be/NxCJ6WAqBow](https://youtu.be/NxCJ6WAqBow))
- Coaches' Corner #4  
Pitch & Momentum video ([youtu.be/jnulBdylzKM](https://youtu.be/jnulBdylzKM))

## COACHES SYLLABUS (TRAIN THE TRAINER PROGRAM)

You have now completed Project Mercury Innovation Acceleration program and will receive a Certified Professional Innovator certificate from the University of Michigan, College of Engineering. In addition, you have attended several additional training sessions with Jeff DeGraff. This completes your See One stage of your training program.

The next stage in your coach training is to Do One, functioning as a coach for Project Mercury Innovation Acceleration. In this stage, you are to:

- Take a 360 assessment. You will need to ask your colleagues, superiors, and some people reporting to you to evaluate you.
- Watch several required videos (and some optional ones if you are interested).
- Read the required materials.
- Attend the alternate individual coaching sessions and team coaching sessions with Jeff DeGraff every week.
- Coach one Cohort team satisfactorily.
- Show personal progress as a coach.
- Work collaboratively with other coaches-in-training and give a peer review.
- Deliver a final pitch to Jeff and his Innovatrium team about how you have grown as an innovator and coach in working with an entire Cohort and the Innovatrium.

### Collaboration

You are expected to work collaboratively with other coaches-in-training. Collaborative work will facilitate your personal development and mentoring/collaborative skills, and allows you to do more with less time. We know you are busy, and as such, your ability and willingness to pitch in for others and ask for help when you need to goes a long way.

### Coaching the Cohort

You will NOT be the main coach for the entire Cohort. That responsibility will fall into a head coach's shoulder. However, you do need to be an extra resource for the teams and develop your coaching skills. This DO One phase is the time for you to apply the things you have learned to help make the teams in your entire Cohort successful.

You should do the following:

- Pick one team in the entire Cohort to work with.
- Attend some calls between that team and the head coach.
- In the alternate week, check in with that team. Please record your sessions with them so Jeff can review how you work with the entire Cohort and help you develop your skills.
- Communicate and collaborate with the head coach about your perspectives on the team and how to help them succeed.
- Remember that your role as a coach does NOT include doing the project work.

### Coaching with Jeff and the Head Coach

Just like in the project acceleration phase, Jeff will host an open coaching session every other week. If you feel that you need to "meet" one-on-one with Jeff, reach out to Sarah Hussong ([sarah@innovatrium.org](mailto:sarah@innovatrium.org)). Jeff is a great resource for your personal development.

## Final Pitch

The format for your pitch can vary based on what you want to convey. You can create a presentation of your progress and development. Or, you can tell a story, or create an image or a manifesto. Be creative. There's no right way or wrong way. But, do this in a way that represents YOU authentically. How can you convince Jeff that you are growing as a coach and that you're ready to teach Project Mercury curricula to others?

## Required Videos

All of these videos are in thinkific ([innovatrium.thinkific.com/courses/train-the-trainer](http://innovatrium.thinkific.com/courses/train-the-trainer)). These videos are also in [CPIinnovator.com](http://CPIinnovator.com), if you still prefer that platform.

- COACHES Video 6: Teaching Your Leaders How to Learn
- COACHES Video 7: Coaching Innovative Individuals
- COACHES Video 8: Coaching Innovation Groups
- COACHES Video 9: Creating an Innovation Community
- COACHES Video 10: Creating an Innovation Space
- COACHES Video 11: Innovation Business models
- COACHES Video 12: Evaluating Ideas
- COACHES Video 13: Constructive Conflict Method

## Optional Videos

- COACHES Video 1: The Structure of the Self: Introduction
- COACHES Video 2: The Structure of the Self: Individual
- COACHES Video 3: The Structure of the Self: Communal
- COACHES Video 4: The Structure of the Self: Universal
- COACHES Video 5: The Structure of the Self: Dynamics

SESSION TOPIC FOR COHORT PARTICIPANTS	YOUR TOPIC	VIDEOS/MODULES ASSIGNMENTS	READINGS
<b>Week 0</b> Jumpstart	<ul style="list-style-type: none"> <li>• <a href="http://innovatrium.thinkific.com/courses/train-the-trainer">innovatrium.thinkific.com/courses/train-the-trainer</a></li> <li>• Utilize the Jumpstarting Innovation Facilitator Guide (<a href="http://bit.ly/30NAALT">bit.ly/30NAALT</a>) for more guidance on preparing, facilitation, and post-workshop coaches' activities.</li> </ul>		
<b>Week 1</b> Overview, assessment, and assignment	360 Assessment Learning Organization	Take the 360 assessment	<ul style="list-style-type: none"> <li>• "Manage Your Emotional Culture" by Sigal Barsade and Olivia O'Neill</li> <li>• "The Rhythm of Change" by Quy Nguyen Huy and Henry Minzberg</li> </ul>
<b>Week 2</b> Analyzing situations and creating a roadmap	Understand and develop a plan for your personal journey	Video 6: <i>Teaching Your Leaders How to Learn</i>	<ul style="list-style-type: none"> <li>• "Leading Change: Why Transformation Efforts Fail" by John Kotter</li> <li>• "Why Facts Don't Change Our Minds" by Elizabeth Kolbert</li> <li>• Jeff's Coaching Session</li> </ul>

SESSION TOPIC FOR COHORT PARTICIPANTS	YOUR TOPIC	VIDEOS/ MODULES ASSIGNMENTS	READINGS
<b>Week 3</b> Creative Thinking and Jumpstarting Innovation	Creativity	Video 7: <i>Coaching Innovative Individual</i>	<ul style="list-style-type: none"> <li>• “How to Build a Culture of Originality” by Adam Grant</li> <li>• “Reclaim Your Creative Confidence” by Tom Kelley and David Kelley</li> </ul>
<b>Week 4</b> Opportunity Finding	Understanding Your “Customers”	Video 8: <i>Coaching Innovation Groups</i>	<ul style="list-style-type: none"> <li>• “The Customer-Centered Innovation Map” by Lance Bettencourt and Anthony Ulwick</li> <li>• “Know Your Customers’ Jobs to Be Done” by Clayton Christensen, Taddy Hall, Karen Dillon, and David Duncan</li> <li>• Jeff’s Coaching Session</li> </ul>
<b>Week 5</b> Problem Scoping	Leadership in time of innovation and change	Video 11: <i>Innovation Business Models</i>	<ul style="list-style-type: none"> <li>• “The Innovation Catalysts” by Roger Martin</li> <li>• “What leaders really do” by John Kotter</li> </ul>
<b>Week 6</b> Team Building	Organization culture	Video 13: <i>Constructive Conflict Method</i>	<ul style="list-style-type: none"> <li>• “Creating a Purpose-Driven Organization” by Robert Quinn and Anjan Thakor</li> <li>• “The Right Way To Lead Design Thinking” by Christian Bason and Robert Austin</li> <li>• Jeff’s Coaching Session</li> </ul>
<b>Week 7</b> Solution Patterns, Action Plans	Evaluating ideas and make them better	Video 12: <i>Evaluating Ideas</i>	<ul style="list-style-type: none"> <li>• “A Survival Guide for Leaders” by Ronald Heifetz and Marty Linsky</li> <li>• “Engineering Reverse Innovations” by Amos Winter and Vijay Govindarajan</li> </ul>
<b>Week 8</b> After Action Review	Codifying innovation in the organization	Video 10: <i>Creating an Innovation Space</i>	<ul style="list-style-type: none"> <li>• “The Real Reason People Won’t Change” by Robert Kegan and Lisa Lahey</li> <li>• “Strategies for Learning from Failures” by Amy Edmondson</li> <li>• Jeff’s Coaching Session</li> </ul>
<b>Week 9</b> How to Win a Bar Fight	Creating a movement	Video 9: <i>Creating an Innovation Community</i>	<ul style="list-style-type: none"> <li>• “Tipping Point Leadership” by W Chan Kim and Renee Mayborgne</li> <li>• “Change Through Persuasion” by David Garvin and Michael Roberto</li> </ul>

SESSION TOPIC FOR COHORT PARTICIPANTS	YOUR TOPIC	VIDEOS/ MODULES ASSIGNMENTS	READINGS
<b>Week 10</b> Innovation Processes	Change Management Lessons	Help your Cohort team with their pitch	<ul style="list-style-type: none"> <li>• “Innovation: The Classic Traps” by Rosebeth Kanter</li> <li>• “Radical Change, the Quiet Way” by Debra Meyerson</li> <li>• Jeff’s Coaching Session</li> </ul>
<b>Week 11</b> Measuring Innovation and Preparation for Final Pitch	Change Management Lessons	<p>Help your Cohort team with their pitch</p> <p>Create your pitch</p>	<ul style="list-style-type: none"> <li>• “The Hard Side of Change Management” by Harold Sirkin, Perry Keenan, and Alan Jackson</li> </ul>
<b>Week 12</b> Putting it all Together and Final Projects	Change Management Lessons	Final Pitch	<ul style="list-style-type: none"> <li>• “Why Change Programs Don’t Produce Change” by Michael Beer, Russell Eisenstat, and Bert Spector</li> <li>• Jeff’s Coaching Session</li> </ul>

# INNOVATION RESOURCE LIBRARY

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## BOOKS

- The Creative Mindset: Mastering the Six Skills That Empower Innovation  
By Jeff DeGraff and Staney DeGraff  
([amzn.to/2ZQYiWy](https://amzn.to/2ZQYiWy))
- Certified Professional Innovator Workbook  
By Jeff DeGraff  
([amzn.to/2VSU7bx](https://amzn.to/2VSU7bx))
- The Innovation Code: The Creative Power of Constructive Conflict  
By Jeff DeGraff and Staney DeGraff  
([amzn.to/2O46mOn](https://amzn.to/2O46mOn))
- Making Stone Soup: How to Jumpstart Innovation Teams  
By Jeff DeGraff  
([innv.at/2pCBOoZ](https://innv.at/2pCBOoZ))
- Leading Innovation: How to Jump Start Your Organization's Growth Engine  
By Jeff DeGraff and Shawn E. Quinn  
([amzn.to/38yUDka](https://amzn.to/38yUDka))
- Competing Values Leadership: Creating Value in Organizations (New Horizons in Management)  
By Kim Cameron, Robert Quinn, Jeff DeGraff, and Anjan Thakor  
([amzn.to/3iENJOW](https://amzn.to/3iENJOW))
- Innovation You: Four Steps to Becoming New and Improved  
By Jeff DeGraff  
([amzn.to/3f9VL0i](https://amzn.to/3f9VL0i))
- Creativity at Work  
By Jeff DeGraff and Katherine A. Lawrence  
([amzn.to/2VS2kNi](https://amzn.to/2VS2kNi))

## FIELD GUIDES

- Air Command and Staff College Collaboration Open Innovation Network Field Guide  
([bit.ly/3fbFLL9](https://bit.ly/3fbFLL9))

## CURRICULA

- Air University Innovation Curriculum Map  
([bit.ly/3fbXtOw](https://bit.ly/3fbXtOw))
- Project Mercury Curriculum  
([bit.ly/2CczTmf](https://bit.ly/2CczTmf))

## INNOVATRIUM RESOURCES & VIDEOS

- **Set a High-Quality Target**
  - Step by Step Process Explanation:
    - CPI Video 4—Set High Quality Targets  
([innv.at/CPI-video4](https://innv.at/CPI-video4))
    - How to Set High Quality Targets document  
([bit.ly/31UPMIM](https://bit.ly/31UPMIM))
  - Clarifying the Challenge Statement:
    - The Creative Mindset Workbook document  
([bit.ly/3viOPHG](https://bit.ly/3viOPHG))

- **Enlist Deep and Diverse Domain Expertise**
  - Step by Step Process Explanation:
    - CPI Video 5—Enlist Deep and Diverse Domain Expertise ([innv.at/CPI-video5](http://innv.at/CPI-video5))
  - Team Creation:
    - How to Create High Performing Teams document ([bit.ly/38BCbYr](http://bit.ly/38BCbYr))
    - Picking the Right Team Members document ([bit.ly/38xVQbE](http://bit.ly/38xVQbE))
    - USAF Strengths and Weaknesses document ([bit.ly/2Z7eOCH](http://bit.ly/2Z7eOCH))
  - Team Management:
    - Team Charter document ([bit.ly/2O14XrX](http://bit.ly/2O14XrX))
  - Team Building:
    - Tent Exercise for Team Building document ([bit.ly/38MfalH](http://bit.ly/38MfalH))
- **Take Multiple Shots on Goal**
  - Step by Step Process Explanation:
    - CPI Video 6—Take Multiple Shots on Goal ([innv.at/CPI-video6](http://innv.at/CPI-video6))
    - How to Take Multiple Shots on Goals document ([bit.ly/3iFXf4w](http://bit.ly/3iFXf4w))
  - Brainstorming:
    - Solution Starters document ([bit.ly/2Z8gUT2](http://bit.ly/2Z8gUT2))
  - Team Management:
    - Leading Innovation Teams document ([bit.ly/3eaJ581](http://bit.ly/3eaJ581))
    - Leveraging Your Strength to Create CONSTRUCTIVE CONFLICT™ document ([bit.ly/38CHXsH](http://bit.ly/38CHXsH))
    - How to Resolve Conflicts in Your Team document ([bit.ly/2ACP5sq](http://bit.ly/2ACP5sq))
  - Gaining Buy-In:
    - CPI Video 9—How to Win a Bar Fight ([innv.at/CPI-video9](http://innv.at/CPI-video9))
    - How to Win a Bar Fight document ([bit.ly/3iHjo2b](http://bit.ly/3iHjo2b))
  - Empathy Map:
    - Empathy Map Canvas document ([bit.ly/31VNcCC](http://bit.ly/31VNcCC))
  - Journey Mapping:
    - Customer Journey Map document ([bit.ly/3eCx52S](http://bit.ly/3eCx52S))



- **Learn from Experience and Experiments**
  - Step by Step Process Explanation:
    - CPI Video 7—Learn from Experience and Experiments ([innv.at/CPI-video7](http://innv.at/CPI-video7))
    - Learn from Experience & Experiments document ([bit.ly/3gEaGzU](http://bit.ly/3gEaGzU))
  - Pitch:
    - How to Create a Pitch document ([bit.ly/3e8O4pV](http://bit.ly/3e8O4pV))
  - Experiments:
    - Jumpstarting Innovation Workbook USAF ([bit.ly/2BQwda3](http://bit.ly/2BQwda3))
    - Innovation Maturity Model document ([bit.ly/38ySzZs](http://bit.ly/38ySzZs))
- **Coaches Corner**
  - Words of Wisdom:
    - Coaches’ Corner #1 - Team Charter, HQT, Coaching video ([youtu.be/wpkjr7nuNIY](http://youtu.be/wpkjr7nuNIY))
    - Coaches’ Corner #2 - Diverse Teams, Networking, Sponsor video ([youtu.be/J-FaWMY\\_d68](http://youtu.be/J-FaWMY_d68))
    - Coaches’ Corner #3 - Brainstorming video ([youtu.be/NxCJ6WAqBow](http://youtu.be/NxCJ6WAqBow))
    - Coaches’ Corner #4 - Pitch & Momentum video ([youtu.be/jnulBdylzKM](http://youtu.be/jnulBdylzKM))

## ARTICLES

- **Innovation Strategy**
  - “Build an Innovation Engine in 90 Days”  
By Scott Anthony, David Duncan, and Pontus Siren, Harvard Business Review, December 2014 ([bit.ly/38AmpwN](http://bit.ly/38AmpwN))
  - “You Need an Innovation Strategy”  
By Gary P. Pisano, Harvard Business Review, June 2015 ([bit.ly/2DlIipd](http://bit.ly/2DlIipd))
  - “Manage Your Emotional Culture”  
By Sigal Barsade and Olivia O’Neill ([bit.ly/3e9mtVe](http://bit.ly/3e9mtVe))
  - “The Rhythm of Change”  
By Quy Nguyen Huy and Henry Minzberg ([bit.ly/38EV100](http://bit.ly/38EV100))
- **Analyzing Situations and Creating a Roadmap**
  - “Innovation as a Learning Process: Embedding Design Thinking”  
By Sara L. Beckman and Michael Barry, California Management Review, Fall 2007 ([bit.ly/2BLBijK](http://bit.ly/2BLBijK))
  - “Design Thinking”  
By Tim Brown Harvard Business Review, June 2008 ([bit.ly/2Dhe45v](http://bit.ly/2Dhe45v))

- “Leading Change: Why Transformation Efforts Fail”  
By John Kotter  
([bit.ly/3f3WdwZ](http://bit.ly/3f3WdwZ))
- “Why Facts Don’t Change Our Minds”  
By Elizabeth Kolbert  
([bit.ly/3f72uYU](http://bit.ly/3f72uYU))
- **Creative Thinking and Jumpstarting Innovation**
  - “Creativity and the Role of the Leader”  
By Teresa Amabile and Mukti Khaire, Harvard Business Review, October 2008  
([bit.ly/2O6k17G](http://bit.ly/2O6k17G))
  - “Mastering the 5 Levels of Creativity”  
By Jeff DeGraff  
([bit.ly/2ZNVkIS](http://bit.ly/2ZNVkIS))
  - “How to Build a Culture of Originality”  
By Adam Grant  
([bit.ly/2ZKPM53](http://bit.ly/2ZKPM53))
  - “Reclaim Your Creative Confidence”  
By Tom Kelley and David Kelley  
([bit.ly/2Wcl6hF](http://bit.ly/2Wcl6hF))
  - “The Weird Rules of Creativity”  
By Robert Sutton  
([bit.ly/2VWgJlo](http://bit.ly/2VWgJlo))
- **Opportunity Finding**
  - “The 12 Different Ways for Companies to Innovate”  
By Mohanbir Sawhney, Robert C. Wolcott, and Inigo Arroniz, MIT Sloan Management Review, Spring 2006  
([bit.ly/2Z8Dcnr](http://bit.ly/2Z8Dcnr))
  - “Using the Crowd as an Innovation Partner”  
By Kevin J. Boudreau and Karim Lakhani, Harvard Business Review, April 2013  
([bit.ly/2ZKPMbD](http://bit.ly/2ZKPMbD))
  - “The Customer-Centered Innovation Map”  
By Lance Bettencourt and Anthony Ulwick  
([bit.ly/3efdF0se](http://bit.ly/3efdF0se))
  - “Know Your Customers’ “Jobs to Be Done”  
By Clayton Christensen, Taddy Hall, Karen Dillon, and David Duncan  
([bit.ly/2VWqxA](http://bit.ly/2VWqxA))
- **Problem Scoping**
  - “Reinventing Your Business Model”  
By Mark W Johnson, Clayton Christensen and Henning Kagermann, Harvard Business Review, December 2008  
([bit.ly/38EWxA2](http://bit.ly/38EWxA2))
  - “Moon Shots for Management”  
By Gary Hamel, Harvard Business Review, February 2009  
([bit.ly/31VOflF](http://bit.ly/31VOflF))
  - “The Innovation Catalysts”  
By Roger Martin  
([bit.ly/2VVzIby](http://bit.ly/2VVzIby))
  - “What Leaders Really Do”  
By John Kotter  
([bit.ly/3ecsXCW](http://bit.ly/3ecsXCW))

- **Team Building**
  - “Deep Smarts”  
By Dorothy Leonard and Walter Swap, Harvard Business Review, September 2004  
([bit.ly/3iPFmjU](http://bit.ly/3iPFmjU))
  - “Managing Yourself: Collaborating with Creative Peers”  
By Kimberly Elsbach et al., Harvard Business Review, October 2015  
([bit.ly/2O6GWj0](http://bit.ly/2O6GWj0))
  - “Creating a Purpose-Driven Organization”  
By Robert Quinn and Anjan Thakor  
([bit.ly/2ZMqJVB](http://bit.ly/2ZMqJVB))
  - “The Right Way To Lead Design Thinking”  
By Christian Bason and Robert Austin  
([bit.ly/2ZKR0Uh](http://bit.ly/2ZKR0Uh))
- **Solution Patterns and Action Plans**
  - “Blue Ocean Strategy”  
By W. Chan Kim and Renee Mauborgne, Harvard Business Review, October 2004  
([bit.ly/2VWi3ek](http://bit.ly/2VWi3ek))
  - “Building Breakthrough Businesses Within Established Organizations”  
By Vijay Govindarajan and Chris Trimble, Harvard Business Review, May 2005  
([bit.ly/3e9p7dC](http://bit.ly/3e9p7dC))
  - “A Survival Guide for Leaders”  
By Ronald Heifetz and Marty Linsky  
([bit.ly/2VUjOsm](http://bit.ly/2VUjOsm))
  - “Engineering Reverse Innovations”  
By Amos Winter and Vijay Govindarajan  
([bit.ly/38FoWFV](http://bit.ly/38FoWFV))
- **After Action Review**
  - “Strategy as Simple Rules”  
By Kathleen Eisenhardt and Donald Sull, Harvard Business Review, January 2001  
([bit.ly/3gtNLaG](http://bit.ly/3gtNLaG))
  - “The Innovation Value Chain”  
By Morten T. Hansen and Julian Birkinshaw. Harvard Business Review, June 2007  
([bit.ly/3iE14IP](http://bit.ly/3iE14IP))
  - “The Real Reason People Won’t Change”  
By Robert Kegan and Lisa Lahey  
([bit.ly/2Cgf610](http://bit.ly/2Cgf610))
  - “Strategies for Learning from Failures”  
By Amy Edmondson  
([bit.ly/2Cc24Sk](http://bit.ly/2Cc24Sk))
- **How to Win a Bar Fight**
  - “The 5 Myths of Innovation”  
By Julian Birkinshaw, Cyril Bouquet and J.L. Barsoux, Sloan Management Review, Winter 2011  
([bit.ly/2Z72Usp](http://bit.ly/2Z72Usp))
  - “The 7 Deadly Sins of Innovation Leaders”  
By Jeff DeGraff  
([bit.ly/3gz7rKe](http://bit.ly/3gz7rKe))
  - “Tipping Point Leadership”  
By W Chan Kim and Renee Mayborgne  
([bit.ly/2AHKKnY](http://bit.ly/2AHKKnY))

- “Change Through Persuasion”  
By David Garvin and Michael Roberto  
([bit.ly/2CjezLO](http://bit.ly/2CjezLO))
- **Innovation Processes**
  - “Is It Real? Can We Win? Is It Worth Doing? Managing Risk and Reward in an Innovation Portfolio”  
By George Day, Harvard Business Review, December 2007  
([bit.ly/2ZPAmmm](http://bit.ly/2ZPAmmm))
  - “Innovation: The Classic Traps”  
By Rosebeth Kanter  
([bit.ly/2Z7UukH](http://bit.ly/2Z7UukH))
  - “Radical Change, the Quiet Way”  
By Debra Meyerson  
([bit.ly/38yBChZ](http://bit.ly/38yBChZ))
- **Measuring Innovation**
  - “Why Every Project Needs a Brand”  
By Karen Brown, Richard Ettenson, and Nancy Lea Hyer, MIT Sloan Management Review, Summer 2011  
([bit.ly/3iHaKkw](http://bit.ly/3iHaKkw))
  - “The Hard Side of Change Management”  
By Harold Sirkin, Perry Keenan, and Alan Jackson  
([bit.ly/321wCAW](http://bit.ly/321wCAW))
- **Overcoming Innovation Challenges**
  - “Why Change Programs Don’t Produce Change”  
By Michael Beer, Russell Eisenstat, and Bert Spector  
([bit.ly/3e6atDZ](http://bit.ly/3e6atDZ))

## USAF AND AU RESOURCES

- AFWERX  
([afwerx.af.mil](http://afwerx.af.mil))
- AFWERX Innovation Handbook  
([afwerx.af.mil/resources/Innovation%20Handbook.pdf](http://afwerx.af.mil/resources/Innovation%20Handbook.pdf))
- AFWIC  
([afwic.af.mil](http://afwic.af.mil))
- Air Force Research Laboratory  
([afresearchlab.com](http://afresearchlab.com))
- ARCWERX
- BESPIN - Business and Enterprise Systems Product Innovation at Maxwell Air Force Base
- CYBERWORX  
([afcyberworx.org](http://afcyberworx.org))
- Defense Acquisition University  
([dau.edu](http://dau.edu))
- Defense Innovation Board Recommendations  
([innovation.defense.gov/Recommendations](http://innovation.defense.gov/Recommendations))
- Defense Innovation Unit  
([diu.mil](http://diu.mil))
- Digital.gov  
([digital.gov](http://digital.gov))
- Doolittle Institute  
([doolittleinstitute.org](http://doolittleinstitute.org))

- Innovative Readiness Training  
([irt.defense.gov](http://irt.defense.gov))
- Kessel Run  
([kesselrun.af.mil](http://kesselrun.af.mil))
- MGMWERX  
([mgmwerx.org](http://mgmwerx.org))
- Project Agitare  
([sites.google.com/def.org/agitare](http://sites.google.com/def.org/agitare))
- SOFWERX  
([sofwerx.org](http://sofwerx.org))
- War on the Rocks  
([warontherocks.com](http://warontherocks.com))
- Air Force Innovation Portal  
([innovatedefense.net/airforce](http://innovatedefense.net/airforce))

## ONLINE TRENDSPOTTING RESOURCES

- Deloitte Insights  
([deloitte.com/us/en/insights](http://deloitte.com/us/en/insights))
- Think With Google  
([thinkwithgoogle.com](http://thinkwithgoogle.com))