

CULTURE AND BEHAVIOR - THE VALUE IQ INSTRUMENT AND TOOL

THE IMPACT OF CULTURE & BEHAVIOR

In their paper Dillon, Lee and Matheson^a propose Value Innovation is a function of processes/tools, culture/environment and stakeholder behavior.

Most organizations focus on processes/tools, e.g., 6 sigma, DFSS, Kiazen, Lean, Phase-Gate, Portfolio Management, etc. to the point they are equally proficient in all of them. At the end of the day, do they really make a significant difference in driving sustainable, profitable, top-line growth? Or are there other things getting in the way?

Organizations need to:

1. Devote far more time understanding what aspects of their culture support Value Innovation and build on them.
2. Identify their Value Innovation inhibitors, in our experience you'll find there are many, and eliminate, or bypass, them.
3. Examine stakeholder behavior, identify the barriers, and minimize, or effectively minimize, them.

How do we do this? [Assess your organization](#) with either the [Value IQ Instrument](#) or [Value IQ Tool](#).

a. Dillon, Tom; Lee, Richard K. and Matheson, David. "Value Innovation: Passport to Value Creation," *Research-Technology Management*, 48(2), March-April, 2005, pp. 22-36

ASSESSING YOUR ORGANIZATION

You have two or three options to assess your organizations culture and the behavior of its stakeholders: Use the Value IQ Instrument and/or the Value IQ Tool. In order to obtain the best results, you should use a third party who can maintain anonymity and confidentiality.

The [Value IQ Instrument](#) is designed to survey small groups (up to 150 to 200). It will take an individual an hour, perhaps even an hour and half to complete.

After respondents have completed the survey, data are collated and the results compiled.

Groups of 10 to 12 respondents are assembled, and using a facilitator, they address each Principle and the answers to the "open ended question." It is during these discussions where the real value innovation supporters and inhibitors are surfaced.

The [Value IQ Tool](#) is designed to survey large groups (in the thousands). It takes an individual <10 minutes to complete. The Value IQ Tool should be formatted for, and installed on, a server, so that respondents can access the server via the Internet.

Value Innovations has a license to use these tools, the subject matter experts to help guide you through the process and the facilitators to facilitate the discussion groups.

SELECTING PROJECT TEAMS

Company Culture/Environment and Stakeholder Behavior have a significant influence on a project team's ability to deliver a project on, or ahead of, schedule and under budget. Superman Project Leaders will deliver regardless of the cultural and stakeholder behavior inhibitors. The problem is that most Project Leaders are not Superman.

The selection of any project team is a critically important process and yet most organizations pay little attention to how team selection influences project success.

We recommend you use the Kirton^a Adaptor Innovation Inventory (KAI index) as the basis on which to put together project teams.

The KAI Instrument has 33 Items (questions). The respondent is asked to address each item using a Leichert Scale (Strongly Disagree [1], Disagree [2], Neutral [3], Agree [4] and Strongly Agree [5]). 32 of the 33 Items are scored. The highest score an individual can receive is 160 and the lowest, 32. The mid point is 96. For people with a KAI Index >96 and higher, the more comfortable they are in unstructured environments, a lack of policies and procedures, unclear goals, etc. They tend to be more innovative. For people with a KAI Index of <96, the more they need structured environments, clear policies and procedures, clear goals, etc. These are the people who will develop, and execute on, the plan. The ideal team has team members with a range of KAI Indexes.

There's an organization that uses the KAI Index to assemble project teams and predicts the outcome before they start the project, for more information go to: <http://www.kaicentre.com/ok2.htm>

We are not KAI experts at Value Innovations and are not certified by Dr Kirton to use his KAI instrument; however, one of our partners, [R. H. Tait Associates, Inc.](#), is (cross link to R. H. Tait Associates). In addition to using KAI, we strongly recommend you use a set of "Best in Class" assessment tools. Our partner, [Vision21](#), has the capabilities to help you with this.

Selecting project teams is a critically important process. We recommend you use the tools that are available to maximize their success.

a. Kirton, M. J. "Adpation-Innovation, In the Context of Diversity and Change," Routledge, 2003