



The Seven Things We Believe In
& Four Options For Igniting a
PROACTIVE Problem Solving Mindset



**INNOVATION
ENGINEERING**

System for
ENABLING Engagement in
Never Ending Improvement

Cut Waste by 70%



EUREKA! RANCH

System for
ACCELERATING
Very Important Projects

5X Improvement

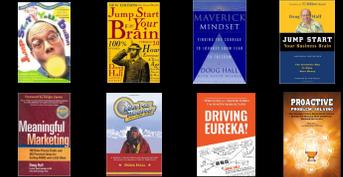
50 Years
Finding, Filtering & Fast Tracking
BIG IDEAS



**Chemical Engineer &
Master Marketing Inventor**

Set P&G Innovation Record
9 Innovations to MARKET in 12 Months

Finance Dept. Audit for Similar Project
Invention Team **16% of the time**
Invention Team **18% of the cost**
Invention Team **10% of staffing**



"Surprising and, as intended,
inspirational. It is very
reminiscent of actor
Spaulding Gray's work."

2,000+ clients



System for
IGNITING Engagement in
Never Ending Improvement

- PROACTIVE Problem Solving**
- Employee Engagement
 - Innovation Engineering Certification**
 - IE Yellow Belt - Team Members
 - IE Blue Belt - Managers
 - IE Black Belt - Mastery

Body of Knowledge	
1. FUNDAMENTALS	2. CREATE Expert
1.1 Innovation Mindset	2.1 Problem Solving
1.2 Innovation Process	2.2 Innovation Strategy
1.3 Innovation Tools	2.3 Innovation Metrics
1.4 Innovation Culture	2.4 Innovation Leadership
1.5 Innovation Systems	2.5 Innovation Governance
1.6 Innovation Partnerships	2.6 Innovation Ecosystem
1.7 Innovation Impact	2.7 Innovation Sustainability
1.8 Innovation Ethics	2.8 Innovation Resilience
1.9 Innovation Innovation	2.9 Innovation Innovation
1.10 Innovation Innovation	2.10 Innovation Innovation
1.11 Innovation Innovation	2.11 Innovation Innovation
1.12 Innovation Innovation	2.12 Innovation Innovation
1.13 Innovation Innovation	2.13 Innovation Innovation
1.14 Innovation Innovation	2.14 Innovation Innovation
1.15 Innovation Innovation	2.15 Innovation Innovation
1.16 Innovation Innovation	2.16 Innovation Innovation
1.17 Innovation Innovation	2.17 Innovation Innovation
1.18 Innovation Innovation	2.18 Innovation Innovation
1.19 Innovation Innovation	2.19 Innovation Innovation
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1.49 Innovation Innovation	2.49 Innovation Innovation
1.50 Innovation Innovation	2.50 Innovation Innovation

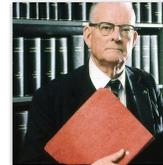


System for
ACCELERATING
Very Important Projects

- A. Internal Work SYSTEM Projects**
Renovations or Inventions
- Sales / Marketing Systems
 - R&D & Development Systems
 - Biz Development Systems or
 - Customer Experiences
- B. Industry & Marketplace Challenges**
Renovations or Inventions
- Lack of Meaningful Uniqueness of Offerings
 - Supply Chain Challenges
 - Changes Across Existing Customers
 - Government Dictated Changes
 - Disrupted Route to Market

THINGS WE BELIEVE IN

1. Things We Believe In



*“94% of failures are due to the system
6% are due to the worker”*

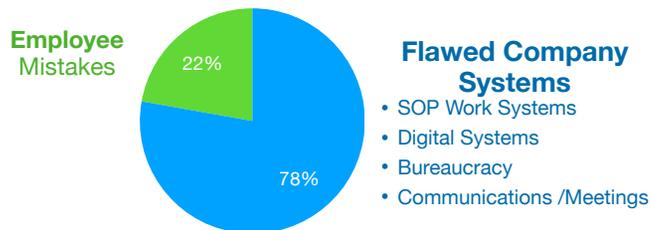
“THE SYSTEM” Includes

- Training & Tools
- Standard Operating Procedures
- Communications & Meetings
- Bureaucracy

The Greatest Waste Today

The Average Manager
WASTES 3.5 HOURS A DAY

Reacting to employee mistakes
and flawed company **systems**.



- ### Flawed Company Systems
- SOP Work Systems
 - Digital Systems
 - Bureaucracy
 - Communications /Meetings

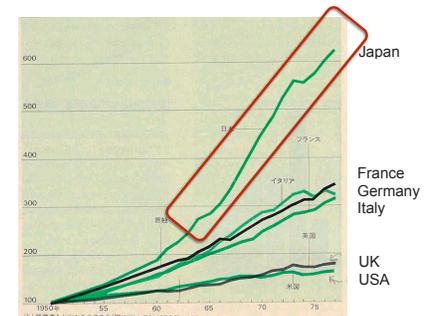
2. Things We Believe In **Employee Engagement Is Not Optional**



Kenneth Hopper



**The Secret to Japan is
Enabling Everyone**



**EXPERT GURU
1950 - 1962**

**ENABLED
EMPLOYEES
1962 Deming Prize
Sumitomo Electric**

HIGH ENGAGEMENT Sparks the following benefits

High Employee Engagement Results in...

81%	decrease in absenteeism		
64%	decrease in safety incidents (accidents)		
43%	decrease in turnover for high-turnover organizations		
42%	decrease in quality defects		
28%	decrease in shrinkage / theft		
18%	decrease in turnover for low-turnover organizations		

High Employee Engagement Also Results In

23%	increase in profitability		
18%	increase in productivity / sales		
10%	Increase in customer loyalty		

Gallup Research



Dexter
BOURBON COMPANY

Employee Engagement Is Not Optional







It Enables Meaningful Uniquess

- Consumer Preferred
- Connoisseur Preferred



Dexter 1862
Custom Bourbon Blending Machine

Employee Engagement Is Not Optional

Your **Bourbon** Your Way

Your **Tequila** Your Way

Your **Brandy** Your Way

Your **Rum** Your Way

Your **Gin** Your Way

Your **Red Wine** Your Way



Dexter
Bourbon Company
Just Like in the 1800's

Employee Engagement Is Not Optional

"OLD" WHISKEY

STUCK in the PAST
Rigid work processes
Reliance on past heritage
over innovativeness

Extremely SLOW
6 to 12 Years from
production to market

Extremely EXPENSIVE
100K Case Brand
\$24 M Capital for
\$21 M Revenue



Employee Engagement Is Not Optional

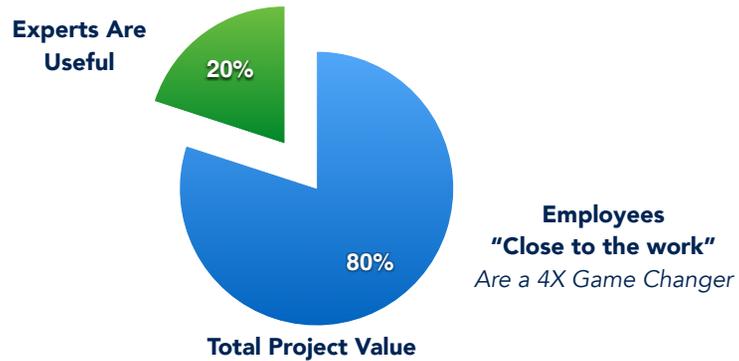
"NEW" WHISKEY

Meaningfully Unique
Taste Experiences
Ratings of 95, 96, 97

500%+ Faster for Ultra Premium+
1 to 2 Years

Dramatic Savings
90% Less Working Capital
46% Lower Whiskey Cost

Employee Engagement Is Not Optional



A PROACTIVE Mindset means...

PROACTIVE

Identifying problems

Looking for opportunities

Noticing issues early

Problem Solving

Solving active problems

Reinventing methods

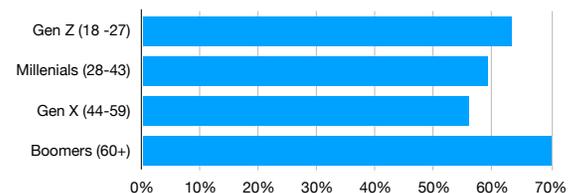
Redesigning systems

THE CHALLENGE

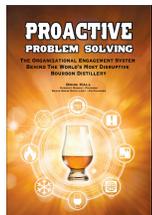
75% of Managers
Find it Difficult to get Employees
PROACTIVELY ENGAGED.

44% of Managers feel Engagement
is **WORSE** since COVID

Employee Engagement is a Challenge ACROSS ALL GENERATIONS



Managers Perceptions of the
% of Employees who are NOT Highly Engaged



CHALLENGE

How to Get Employees To Engage as

PROACTIVE

Problem Solvers

Of Flawed WORK SYSTEMS

Leverage Intrinsic Motivation

“Stop the Stupid”

- Work Systems
- Policies
- Tools & Methods

IMPORTANTLY

There are no STUPID People

*Only Those Who Have Not Been
Taught & Supported As Problem Solvers*

“How to Know if Stupid”

At end of day

If tired - a good day's work

If sore - fix system . . . *there could be something “stupid” happening*

If hurt - fix system . . . *there could be something “stupid” happening*

THE ONE WE ALL FACE... *Having to use work around*

Workaround - fix system . . . *there could be something “stupid” happening*



OLD WAY
Have to LIFT
To Pack UniVac

What's Stupid? My Back Hurts!



“K.A.I. Way”
Of Working
Smarter



Jenny
Myers

Engagement Journey

Step 1 Ignite Employee Engagement

*Through Intrinsic Motivation from
focusing on "Stop the Stupid"
Within Sphere of Influence*

Step 2 PROACTIVE Problem Solving

*Manager focuses Engagement
on Important Problems
within Department / Team*

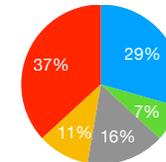
Step 3 STRATEGIC Problem Solving

*Focus Confidence & Capability
On Cross Department Initiatives to
Increase Sales & Decrease Costs*

You Might be Asking Yourself What Stops Employees from Fixing Systems?

**They Don't See It
As Their Job**

**They Don't Know
What To Do**



**They Don't Think
They Have Resources**

**They Don't Have
The Time**

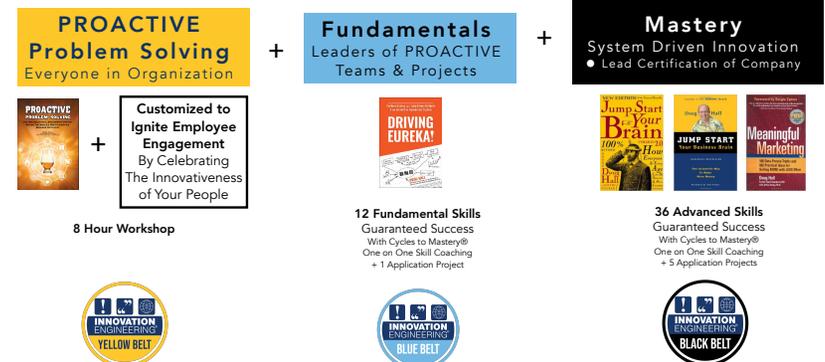
**Don't See it as
Company Priority**

Managers Have Same FUNDAMENTAL Problem

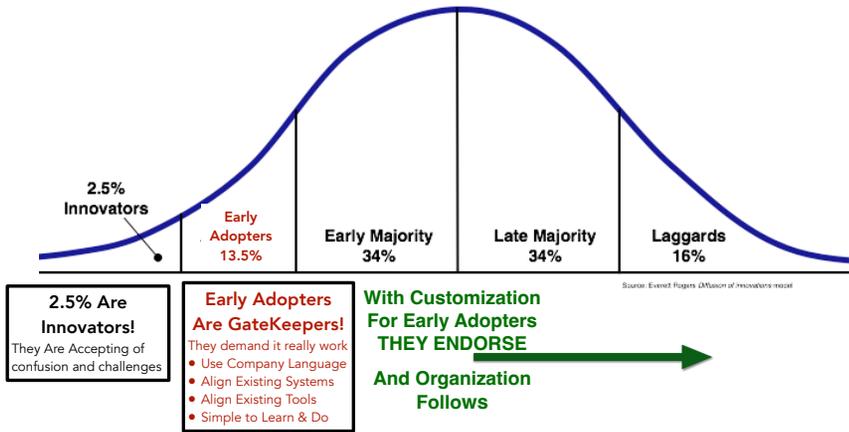
74% of Managers Feel
they don't have the training and support
they need to help their employees.

#1 Manager Training Need for 6 Straight Years

System Driven Innovation *Training That Builds Capability & Confidence*



Why CUSTOMIZATION of - "Language, Training Examples, Tools, Etc." Matters



3. Things We Believe In



Things We Believe In

**Alignment System
Commander's Intent**

Definition: A clear and concise expression of the purpose of the operation and the desired end state that supports mission command, to achieve the commander's desired result without further order, even when the operation does not unfold as planned.

In the absence of further orders you would know what to do...

**A System for
SIMPLE & CLEAR ALIGNMENT**

- **Motivating Narrative**
- **Strategic Mission**
- **Strategic Exclusions**
- **Tactical Constraints**
- **Exploration Areas**

Blue Card

This Important Opportunity

Key Strategic Exclusions

Narrative

WHY WE NEED

WHAT We Need
WHY We Need it

Yellow Card Problem Solving

Mission

Problem

Solutions

HOW we will solve it

- **Problem**
- **Solution**
- **How it Works**
- **Key Benefits**
- **Easy Next Step**

Alignment Roles

Leadership

- **Set Strategic Direction with DEEP CLARITY**
 - WHAT we need and WHY we need it
 - Real & Honest Project Strategic & Tactical Boundaries
 - Company Assessment of Systems...to focus investment
 - Model - *How could we learn more? - Who can we talk to? How can we Fail FAST & CHEAP?*



Middle Management

- **Align, Enable, Coach & Set Direction**
 - **Align** the work of teams to Leadership Blue Cards
 - **Enable** resources, stimulus, diversity and Fast Cycles
 - **Coach** team leaders on system improvements across departments
 - **SET DIRECTION** and priorities when necessary

Teams & Team Leaders

- **DO THE WORK**
 - Reactive - STOP THE STUPID
 - Proactive - Prevent Problems
 - Leadership - Accelerate the New



4. Things We Believe In

If you're not

Meaningfully Unique



you better be CHEAP.

Meaningfully Unique is MORE Profitable than CHEAP



MAKE A DIFFERENCE



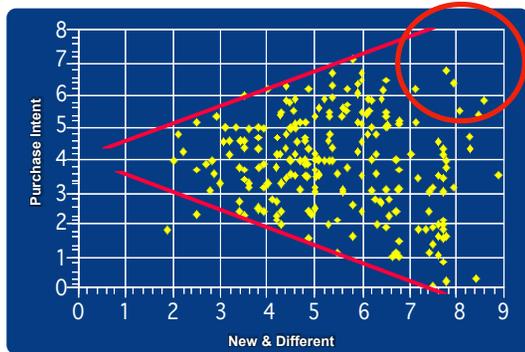
Meaningful

Meaning
Purpose
Value
Significance

Unique

Novel
Unusual
Provocative
Unexpected

MEANINGFULLY



5X Greater Odds of Profitable Success

UNIQUE

VALID

Validation of Meaningful Uniqueness



Validated by Top Corporations Over 26,000 Tests

The real-time response survey in new product research: it's about 1000x

Humans 70% Wrong

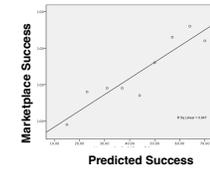
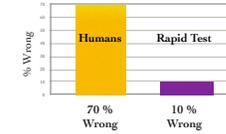
Rapid Test 10% Wrong

Actual Success Rate

Average for lowest 225 ideas	23%
Average for next 225 ideas	29%
Average for next 225 ideas	36%
Average for highest 225 ideas	47%

Forecast Probability (error)

22%	(-1)
30%	(+1)
37%	(+1)
45%	(-2)



5. Things We Believe In

The Science of Creating 5X More Meaningfully Unique Innovations

$$MU = \frac{S^D}{F}$$

Meaningfully Unique ideas = $\frac{\text{Stimulus Mining}}{\text{Drive Out Fear}}$

Diversity of thinking



LEARN MORE

Meaningfully Unique Ideas = $\frac{\text{Explore Stimulus}}{\text{Drive Out Fear}}$



Rapid Cycles of Learning



Fast & Cheap Quantitative Research

COLLABORATE
Across Departments
Outside The Organization
Listen, Learn, Explore

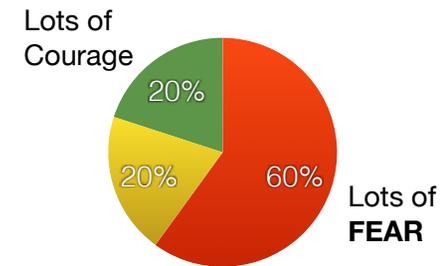
Leverage Diversity

Driving Out Fear

$$MU = \frac{S^D}{F}$$

The REALITY is Change is SCARY

Attitude towards taking action on new ideas



Innovation Engineering Institute
Survey of Executives
Base Size = 12,272

Respect Emotional Nature of Fear

“Re-Label” with

Equally Emotionally Language

Fear	→	Death Threat
“No”	→	Death Threat
Can't Do it	→	Death Threat
Can't Afford It	→	Death Threat
Can't Make It Work	→	Death Threat

We Dissolve Death Threats Using the DEMING Cycle of PDSA



Death Threat

PLAN: Our Theory for how to vaporize the Death Threat + what we will do to test our experiment / activity.

STUDY: What we learned from the experiment - why did we or didn't we achieve success?

ACT: Based on what we learned we will...

SUCCESS IS GUARANTEED
We just don't know the number of cycles.



Fast & Cheap Market Research Tools Drives Out Risk

Paired Comparison Sensation Transfer

vs.

Problem Survey Idea Starter Survey

Two Package Designs
Test Cost = \$600 & 2 Hours



Tradeshow Booth - AB Test

Concept A = **Existing** Control Concept

Concept B = **New** Problem, Promise, Proof Concept

Purpose of Research:

To help us decide if it's worth changing our booth design.

Tradeshow Booth - Paired Comparison test



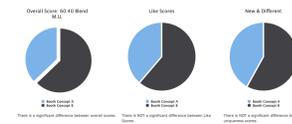
Concept A = **Existing** Control Concept



Concept B = **New** Problem, Promise, Proof Concept

Action to Be Taken: Decide if it's worth changing our booth design.

Yes it IS WORTH Changing



6. Things We Believe In

4 Steps for Fixing Any System

1. Make the System Visible

- Aim, One Metric, Boundaries

2. Knowledge about Variation

- Special Cause / Common Cause

3. Psychology

- Intrinsic vs. Extrinsic Motivation

4. Theory of Knowledge

- Plan, Do, Study, Act

System for Qualified Sales Opportunities - Whale (Large) & Dolphin (Medium)

Inputs

Mission

- WHAT Target
- WHY important
- Boundaries
 - Specific Companies/Industries
 - Product Offering



Content Library

- Newsletters
- Past Messaging
- Video Library
- Testimonials

1. Marketing Mining

Stimulus Mining

- Problem Surveys
- Idea Starter surveys
- Product Advantages
- Competitive Set
- Content Library
- Mining of Target Co. Info
- Mining of People Info

CREATE Session

Yellow Cards & Ads

- Customer
- Problem
- Promise
- Proof
- Execution



2. Lead Mining Cycles

#1. Spark Interest e-mail

- Build Trust
- Summarize Problem/Solution
- This Goes to Entire Account

#2. Deepen Interest e-mail

- Speak to Persona Headwinds
- Reinforce Problem & Solution
- Explain How it Works
- Unique Emails to Persona

#3. Spark Action e-mail

- Build Trust
- Reinforce Problem & Solution
- Explain How it Works
- Reinforce key Benefits
- Strong Call to Action to Connect

Identify Qualified Leads & Build Sales Queue

- Those who clicked 1+ times & main decision maker Contacts who have problem
- Load Salesforce with Cadence
- Pass to Prospecting Sales member

3. Sales Prospecting & Sorting

Goal: Validate Pain, Opportunity & Sort

- WORKS both **Outbound** & **Inbound** Whale/Dolphin leads
- Goal is to get agreement to spend 30 minutes with...
 - **Allen Whales** (150+ Machines) **Solution Architect System**
 - **Die Meyers Dolphins** (50+ Machines) **Architect Lite**
 - Small/Education not targeted - they are referred to **Goldfish** Prospecting/Sorting if get into this system

To Get Call - The Sale Cadence Plan is Created by Marketing

Sample Sales Cadence to get lead ON THE PHONE

- Day 1 - Email #1 introduction & 30 Second video
 - If a WHALE might be Custom Video
 - Email customized to the Persona
 - "I will call you tomorrow"
- Day 2 - CALL #1 - using provided talking points
- Day 3 - Connect on LinkedIn - Using Sample Note
- Day 4 - Email #2 based on persona
- Day 7 - CALL #2 - using provided talking points
- Day 10 - Email #3 based on persona
- Day 15 - CALL #3 - using provided talking points
- Day 16 - Email #4 - Sorry can't connect



"Marketing's job is to figure out what we should say & make sure we say it."

QUALIFIED Sales LEAD

QUALIFIED Sales OPPORTUNITY

Improve The System

STUDY - Why Work / Why Not Work

7. Things We Believe In

DOING THE MATH is the Innovation Gas Pedal



Doing the Math helps you decide
if a System Process Improvement
OR a Solution for
Industry & Marketplace Challenges
is worth the effort required to implement it.

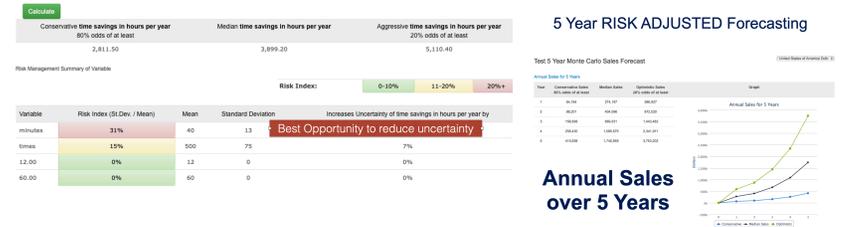
Problem

DOING THE MATH
when there is a lot of
**UNCERTAINTY
& UNKNOWN**S

Risk Adjusted Forecasting - Quantifies Reality

Monte-Carlo Simulation

- Estimate - WORST Case - BEST Estimate - BEST Case
- System "implements the idea" 10,000 times



8. Things We Believe In

SYSTEM METRICS



**System for
IGNITING Engagement in
Working Smarter**

**10 Ideas For Working Smarter
Created & Activated
Per Employee Per Year**



**System for
ENABLING Success with
Very Important Projects**

REAL & RELIABLE METRIC

PRODUCT & SERVICE
INNOVATION / RENOVATION

Total NUMBER
of YELLOW CARDS
Approved to go to
POP - PDSA



**Note - A GO to SOP is a WIN
AND - A Smart STOP is also a WIN**

How to IGNITE & ACTIVATE 10 Ideas For "Working Smarter" per Employee per Year

Step 1: Educate



Team Members



Team Leaders

Step 2: Activate Learning



HELP SELL
YOUR IDEAS

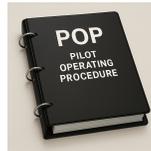
START

Stop the Stupid
Learn & Experience Results

PROACTIVE
Problem Prevention
Build Confidence & Capability

Support
BIG Innovations
Work System Revention
Brand Invention & Renovation

Step 3: TEST POP



$$MU = \frac{S^D}{F}$$



Step 4: CHANGE SOP



Step 5: CELEBRATE



Share Across
Teams
The New Energy
& Momentum



Engagement Journey

Step 1 Ignite Employee Engagement

*Through Intrinsic Motivation from
focusing on "Stop the Stupid"
Within Sphere of Influence*

Step 2 PROACTIVE Problem Solving

*Manager focuses Engagement
on Important Problems
within Department / Team*

Step 3 STRATEGIC Problem Solving

*Focus Confidence & Capability
On Cross Department Initiatives to
Increase Sales & Decrease Costs*

SYSTEM METRICS



System for
IGNITING Engagement in
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**10 Ideas For Working Smarter
Created & Activated
Per Employee Per Year**



System for
ACCELERATING
Very Important Projects

**Total Value of
Project Pipeline**
Internal Work System Projects
& Marketplace Challenges

Project Pipeline INNOVATIONS & RENOVATIONS Are Defined Based on the Three Risks

Market Risk
Going to Market
WILL IT SELL



Organizational Risk
Return on Investment
Is it worth my Time, Energy & Money

Technology Risk
Making it Real
WILL IT WORK

SMART START System for Projects in Pipeline

The Smart Start System is about THINKING DEEPER at the start about the three risks.

- 1) **Technology Risk** (does it work/can we develop and deliver it)
- 2) **Market Risk** (will our route to market and customers buy it),
- 3) **Organizational Risk** (sales, profits, RPI, regulatory, strategic alignment).

FRONT END DISCOVER & REFINE

Business Opportunity



DISCOVER & REFINE
Business Opportunity
Recommendation

BOR

1. **Tech Risk**
 - Does it Work?
2. **Market Risk**
 - Will Customers Buy?
3. **Operational Risk**
 - Forecasting / RPI
 - Safety / Regulatory
 - Strategic Alignment

Sets
Strategic
Mission



DESIGN & DEVELOP

Everything Needed to Scale Product, Supply Chain, Sales & Marketing Materials



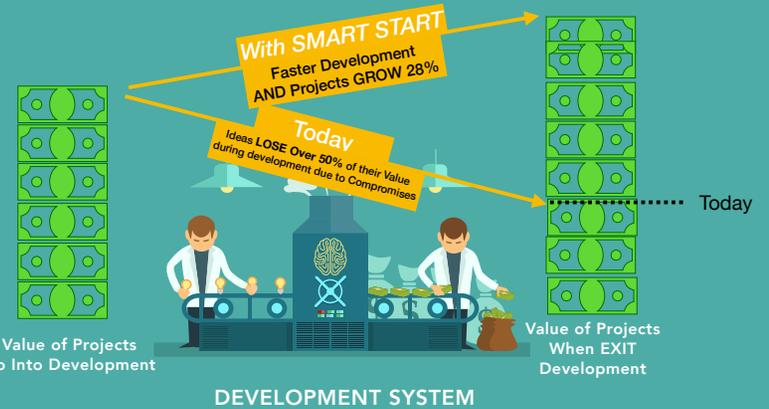
DELIVER & ADAPT

As Customers & Competitors Read



2 to 4 weeks

Benefit of Start Smart



SYSTEM METRICS



System for
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10 Ideas For Working Smarter
Created & Activated
Per Employee Per Year



System for
ACCELERATING
Very Important Projects

Total Value of
Project Pipeline
Internal Work System Projects
& Marketplace Challenges

GOOD NEWS LEARN THE SYSTEM ONCE - GET BOTH

DISCOVER & REFINE

System Process Improvement Projects



Sets
Strategic
Mission



Create & Define Ideas
"Yellow Card"
Sells it



WORK SMARTER System

DESIGN & DEVELOP

Team Member with Team Leader / Manager



$MU = \frac{S^D}{F}$



WRITE & FORMALIZE

Legal & Official Work Systems



DISCOVER & REFINE



Sets
Strategic
Mission



Create & Define Ideas
"Yellow Card"
Sells it



SMART START Innovation

DESIGN & DEVELOP



$MU = \frac{S^D}{F}$



DELIVER & ADAPT



OPTIONS - For Activation Experiments



Option 1. ENGAGEMENT EXPERIMENT
With a Team or Department
Train Team Members & Manages In PROACTIVE Problem Solving Start With "Stop the Stupid"



Option 2. DISCOVER
A New Solution To A System Challenge
What It Is: Fast-track project to renovate or innovate **internal systems** (marketing, sales, etc.) or **external market challenges** (business models, competitive pressures on sales & profits, supply chain etc.)



Option 3. ACCELERATE
Implementation of Existing Idea
What It Is: Acceleration of an existing idea that is having trouble getting traction. Ideas can be for **internal systems** (marketing, sales, etc.) or **external market challenges** (business models, competitive pressures on sales & profits, supply chain etc.)



A PROACTIVE Problem Solving Workplace
Create a Culture of Never Ending Improvement in How You Work & What You Sell
What It Is: A full-system approach to embed innovation into your company's projects & daily work.



Summit Discount Codes Available

See Pop up POLL to Get Info

Or Email Corie@EurekaRanch.com



PROACTIVE Problem Solving Track

An Introductory Level Certification In PROACTIVE Problem Solving Systems

- 5X Smarter Problem Solving
- Fixing Flawed Work Systems
- Employee Engagement
- Innovation Pipeline

Kevin Cahill



Maggie Nichols
Doug Hall



The Seven Things We Believe In & Four Options For Igniting a PROACTIVE Problem Solving Mindset

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System for **ENABLING** Engagement in Never Ending Improvement

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5X Improvement