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| Key Themes Development/Rationale Tool  |
| Key theme section:a \_\_ b \_X\_c \_\_ d \_\_ | Summary of the theme (bullet point phrase, e.g., “Lack of segmentation”)Not evident how the applicant manages innovation |
| Importance to applicant (i.e., theme relates to):Key factor(s) (list or number):Mission: engage customers…with products of tomorrow; vision: lead circuitry innovation for the future; value: creativity—we invest in continuous innovation; core competency: IngenuityKey industry environment changes: technology changesStrategic advantage: intelligent risk; strategic challenge: level 3 sustainabilityCI2: performance improvement/sustainability system involving continual innovation and continuous improvement Baldrige core values:Managing for Innovation |
| Evidence (detail item-level supporting comments below): |
| Item reference: | Strength or OFI # | Summary of item-level comment (can cut-and-paste comment if desired) |
| 1.1a(3), b(2) | OFI #1 (- -) | **Beyond the LT’s embracing the shift to continuous improvement and continuous innovation, the approach used to create an environment for and enable innovation and intelligent risk taking is not evident. In addition, it is not clear how the monthly LT performance reviews support innovation and intelligent risk taking. A systematic approach in this area may support the value of Creativity—“we invest in continuous innovation.”** |
| 2.1a(2) | OFI #1 (- -)) | **It is unclear how the organization creates an environment that supports innovation, how the generation of innovative ideas leads to strategic opportunities, or how it decides which opportunities to pursue. For instance, the processes used to create the chief innovation officer position and to identify strategic opportunities are not evident. Systematic approaches may effectively promote the value of Creativity and its core competency of Ingenuity.** |
| 5.2a(4) | OFI #1  | It is not clear how the workforce performance management system, including the individual development planning process, EO Survey process, 360‐degree feedback process, and reward and recognition system, reinforces intelligent risk taking to achieve innovation. Systematically using these processes to reinforce intelligent risk taking and evaluate opportunities may help Collin achieve its vision to lead circuitry innovation for the future. |
| 6.1c | OFI #1 (- -) | **It is unclear how the chief innovation officer, the Product Development and Innovation Process, the Performance Excellence Group, and the LT work together systematically to pursue strategic opportunities that you determine are intelligent risks for the future. For example, it is not clear how senior leaders adjust budgets as innovative opportunities arise or systematically decide to discontinue pursuing innovation opportunities. Without systematic approaches, Collin may not identify product and process enhancements that best support its innovation‐focused vision.** |
| Draft key theme wording: |