“Identify opportunities for disruptive innovation and align the organization behind them!”

AN OVERVIEW OF THE INNOVATION JOURNEY AT KELLY SERVICES®
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INNOVATION IS IMPORTANT
Innovation is a perennial topic. It’s ranked as a critical factor by executives of global corporations year after year. Google “business innovation,” and you get more than 88 million results in less than half a second. Yet despite decades of touting innovation as a high priority, American businesses rarely capture its true potential—and often struggle to turn that potential into sustainable profit.

This comes as no surprise to Carl Camden, president and CEO of Kelly Services. With a client portfolio spanning 99 of the Fortune 100™ companies, Carl and his team regularly work with clients who are seeking innovative approaches to remain competitive, and are expecting that same level of innovation from their business partners.

Though Kelly has a long and rich history of innovation, Carl knew that the global business landscape was becoming faster and more competitive, and that no company could afford to rest on its laurels. He decided Kelly would benefit from more intentional focus on fostering and bringing innovative ideas into the marketplace. It needed to inspire and harness the kind of innovation that creates entirely new markets, as it had done in 1946 with the launch of the temporary staffing industry and in the decades that followed with the industry’s first large account model, the formation of Kelly Educational Staffing®, and a talent supply chain management approach to global workforce design.

In 2012, Carl took the first step toward putting Kelly on a more intentional innovation journey and formed the Office of Innovation (OI). He named long-time Kelly veteran Rolf Kleiner to the position of chief innovation officer. Kleiner reported directly to Camden, and he was chosen because he possessed many of the traits that make up a true innovation leader1:

- **Innovation leaders don’t “review” projects.** They roll up their sleeves and spend a good portion of their time working with innovation project teams and potential customers to understand firsthand the needs and wants of these customers.

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1Markham and Mugge, 2014, Traversing the Valley of Death: A practical guide for corporate innovation leaders
• **Innovation leaders have an almost innate ability to spot unmet needs.** And, they have the stature to change course and pursue these opportunities. In fact, Kleiner demonstrated this ability when he applied his science background and staffing industry experience to establish Kelly’s dedicated scientific staffing business and quickly grew the practice into the largest scientific staffing provider in the world.

• **Innovation leaders are team players.** They are comfortable working with all levels, from the C-suite to the front lines, enabling them to quickly mobilize resources across the organization.

• **Innovation leaders have a clear view of what is in or out of alignment in terms of skills and capabilities, metrics, and incentives, and how well people are collaborating to get the most of their efforts.**

• **Most important, innovation leaders are decisive.** If an opportunity cannot prove itself after a reasonable amount of time, they kill it—freeing resources for other projects in the portfolio.

For these reasons and his proven track record, Camden gave Kleiner the directive to “identify and pursue disruptive, new business opportunities” to fill the gaps that were starting to show in the workforce solutions industry.

He also gave him another, perhaps tougher, job to “align the entire organization behind these opportunities.” Both he and Kleiner knew that new innovation projects wouldn’t stand a chance if Kelly didn’t transform into a culture that thrives on risk-taking and agile decision-making.
02
FIRST, WE NEED THE FACTS
Businesses can’t move forward if they don’t know how they rate. To determine exactly what it would take to maximize Kelly’s innovation and growth, Kleiner turned to the Center for Innovation Management Studies (CIMS), located at NC State University, for assistance.

CIMS believes that innovation can be taught, learned, practiced, measured, and improved—that is, it can be managed. To help companies better manage innovation, CIMS has devised several valuable diagnostic tools. These tools, when taken with an eyes-wide-open approach, enable companies to uncover weaknesses, discover strengths, and develop useful insights and strategies. Additionally, they help make decision-making more predictable and less overwhelming (to learn more about the tools CIMS has developed, visit cims.ncsu.edu/tools-assessments).

CIMS created a custom survey tool for Kelly that is suited for the company’s size, business strategy, and global footprint. The tool contains four components:

- **Innovation Management Maturity Assessment (IMMA).** A maturity model that measures the ability to manage ideas, markets, portfolios, platforms, and projects—five critical competencies successful innovation organizations possess.

- **Value Innovation Questionnaire (VIQ).** A more in-depth tool that measures the culture of the organization and its potential to create value. This insight is vital for any company embarking on a major change program.

- **Participant’s demographic information.** The real power of the assessment is realized when it is expanded to take into account the organization’s demographics, because organizations don’t have just one culture; they are a collection of subcultures. Information about where the participant sits in the organization (e.g., their geographic region and office location, business function, position, seniority with the company) provides useful data for relevant and detailed action plans.

- **Write-in comments.** Participants can express their perceptions of innovation and what they think should be done about it.

**HOW THE IMMA WORKS**
The IMMA measures a company’s level of innovation management proficiency. To date, the IMMA has been administered to more than 10,000 people in more than 70 firms.

It is based on 30+ years of CIMS research into the best practices of leading corporations. During this time, CIMS members have included Air Products and Chemicals, BASF®, ExxonMobil®, IBM®, Hewlett Packard®, Procter & Gamble, Xerox®, and many more. These companies are some of the most successful industrial institutions in the world, and by working with them to investigate their toughest innovation challenges, CIMS has developed a thorough understanding of what constitutes the key practices of innovation and how they mature with the support and leadership of management².

Participants are asked to rate on a scale of 1 to 5 (“Ad Hoc” through “Optimized”) the organization’s current proficiency in managing innovation across five

FIRST, WE NEED THE FACTS

competencies and five management dimensions (see sidebar on IMMA maturity levels).

Participants are first presented with maturity tables for each of the five competencies, which include Idea Management, Market Management, Portfolio Management, Platform Management, and Project Management (see Figure 1 for an example of the maturity table for the Idea Management competency). Participants are asked to check the maturity level that best describes the organization’s current state of practice and then proceed to the next competency maturity table until all are completed.

This process is repeated for the five management dimensions, which include Strategy, Organization & Culture, Processes, Tools & Techniques, and Metrics. Management dimensions are the levers management can pull to plan, build, and institutionalize strong, durable capabilities in the five competencies. Said differently, a competency isn’t simply a new process or tool, it is comprised of all five dimensions. And, all five competencies must be present in a

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<tr>
<th>Level</th>
<th>Description</th>
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<tr>
<td>AD HOC</td>
<td>Ideas about new breakthrough products and services is thought to be the domain of management. When employees are encouraged to submit their ideas, they often do not receive relief from their “day jobs” to pursue them. Project “champions” are often required to persevere and drive promising ideas to commercialization. Employees may be cynical and question the value and importance management places on innovation.</td>
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<tr>
<td>DEFINED</td>
<td>The supporting Products/Solutions portfolio is segmented into “horizons” (i.e., H1, H2, and H3) to ensure adequate financial resources and talent are allocated to identifying and developing new, promising technologies and solutions. Ideas are sought that address the full range of strategic issues, such as sustainability, services and solutions, etc. Employees are presented with idea generation tools and encouraged to formally submit ideas.</td>
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<td>MANAGED</td>
<td>Management presides over the organization’s “innovation process;” new ideas are systematically reviewed and employees are provided “space” (time and resources) to develop their ideas (before entering the formal project development process). Cross-functional project teams (i.e., Sales &amp; Marketing, Business Development, Finance, etc.), using standard decision support tools, evaluate the commercial potential of the idea before substantial investments of time and capital are made.</td>
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<td>LEVERAGED</td>
<td>The organization realizes that breakthrough ideas typically come from outside the company; it openly invites key business partners, suppliers, and academics to participate in the innovation process; the organization actively “in licenses” novel new technologies to complement its existing pipeline. Creative and flexible IP policies and practices are employed to motivate open and collaborative innovation. Management challenges this “extended” organization with the toughest business problems facing the organization; people are recognized for ideas leading to their solutions.</td>
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<td>OPTIMIZED</td>
<td>The organization is “ambidextrous.” Separate and distinct idea management capabilities—(i.e., with different project sponsors, financial metrics, and risk management techniques)—are established at the “front end” of the organization’s innovation model to manage incremental and radical ideas. A formal Alliance Management System is in place; all associates are treated as peers.</td>
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balanced and integrated manner to build organizations that are ready to innovate.

Building competencies in innovation management is hard work, involving all business functions—strategy, marketing, customer support, operations, finance, etc.

HEAT MAP DISPLAYS FOCUS MANAGEMENT ON WHAT’S IMPORTANT

IMMA results are immediately “heat mapped” to illustrate the organization’s strengths and weaknesses. This easy-to-read display helps management prioritize improvement efforts (see Figure 2).

The IMMA reveals strengths that can be leveraged and innovation management gaps (any cell lower than 3, 3) to focus improvement actions on.

A side benefit of the IMMA is that it is “self-teaching,” meaning that employees who participate in the survey learn what innovation management is and takes to be successful. In this way, it provides the organization with a common language, which is an important ingredient to any transformation initiative.

WHAT THE VIQ ADDS TO THE PICTURE

In 1999, a subcommittee of the Industrial Research Institute’s Research-on-Research (ROR) committee proposed that focusing on the development and commercialization of new technologies is not enough for an organization to be truly innovative. The subcommittee claimed that innovation needs to occur across the full value chain, including marketing, market research, sales, advertising, distribution, and service. The ROR subcommittee used the term “Value Innovation” to identify the innovation that occurs when organization members work on identifying better (new) ways to serve their current customers and discover new markets.

Value Innovation is a powerful concept. It is built on the premise that creating meaningful customer value requires the collective efforts of the company’s entire value chain (e.g., sales, operations, finance). Companies that are value innovators tend to redefine problems.

and frame them in terms of performance criteria that matter to customers. They are also more likely to think and act beyond their usual business and delivery processes. This powerful idea caused the research and development of the VIQ.

Dr. Lynda Aiman-Smith, NC State professor and CIMS researcher, led the team that developed the VIQ. Participants are asked to answer 33 questions that examine the nine cultural factors proven to be indicators of an innovative organization (see Figure 3).

CREATING A CULTURE OF INNOVATION
The VIQ can be thought of as “drill-down” into the IMMA’s Organization & Culture management dimension. CIMS research indicates that innovation flourishes when employees are engaged in what they believe to be meaningful work, empowered to make decisions, and allowed to speak out about issues without fear of reprisals. Being open to change, risk-taking, and learning from failures also contributes to innovation. Business planning, business intelligence, and decision-making affect innovation in organizations, while organizational structures that support communication and facilitate learning also contribute to innovation (see Figure 3).

Like the IMMA, CIMS has administered the VIQ to a number of organizations, but never in tandem with the IMMA. Given the CEO’s charge to “identify opportunities for disruptive innovation and align the organization behind them,” CIMS recommended using both assessments. These two tools, combined with demographic data and write-in comments, provided the facts needed to begin acting on the CEO’s charge.
“ACTION!”
THE OFFICE OF INNOVATION RESPONDS TO SURVEY FINDINGS
Kelly’s inaugural survey results (2012) served as the baseline for understanding the company’s ability and capacity to innovate. Subsequent surveys served as a means to identify areas for improvement and measure progress. Each year, the IMMA survey responses consistently identified Idea Management and Organization & Culture as key areas for improvement. In addition, the VIQ verbatim comments indicated that Kelly employees wanted to participate in innovation but were struggling with the “how,” and that they wanted frequent communication about innovation. With this knowledge in hand, several initiatives were implemented to respond to survey findings while establishing a solid foundation for innovation and addressing the charge given by Kelly’s CEO.

**TAKE INNOVATION ON THE ROAD AND ESTABLISH AN INTERNAL ONLINE COMMUNITY**

Even before the baseline survey was conducted, Kleiner faced the task of fostering a culture of innovation head-on. He set out to help Kelly employees around the world understand they have an important role in generating the creativity that enables innovation to flourish, and that they need to think differently to develop and nurture ideas. With input from Kelly’s Global Learning department and other resources, innovation road shows were developed to show employees firsthand how idea generation and collaboration can power innovative solutions to real-world business-related challenges. The two-hour event included discussion about why innovation is necessary and how Kelly would systemically approach innovation, as well as a hands-on ideation exercise (for more details, see Kleiner’s article in the March/April 2013 CIMS Newsletter).

More than 40 road shows were conducted around the world and virtually over a one-year period. Upon completing a road show, attendees became members of Inno-voice, an online community on the company’s internal social media platform. Inno-voice enables employees to stay up-to-date on and participate in sharing ideas, news, and research about innovation. The Inno-voice community quickly grew to more than 800 members, and continues to inform and inspire employees to engage in innovation.

**RECRUIT A NETWORK OF WILLING AND CAPABLE INNOVATION CHAMPIONS**

Shortly after the road shows were launched, Kleiner established the Innovation Champion role to leverage the knowledge and insight of Kelly employees, further respond to the question of “how” employees could engage in innovation, and help drive the innovation culture at Kelly. Innovation Champions take an active role in projects and activities in the OI and serve as representatives of the Office of Innovation. They can work in any role anywhere in the company, and as they participate in innovation efforts and gain knowledge and proficiency in innovation, they will lead and sustain the culture transformation at Kelly. Employees interested in becoming Innovation Champions must be:

- Proactively engaged in their work
- Naturally curious with an appetite to learn
- Genuinely enthused about Kelly’s strategy and the change leadership efforts necessary to execute it

Kelly’s Innovation Champions are on the front lines of change leadership efforts required to help Kelly maximize its innovation opportunities.
• An inspiration to those around them, seeing opportunity where others see obstacles
• Interested in what Kelly is doing as a company
• Able to see the “big picture”

While the initial efforts were to seek out and enlist engaged employees to become Innovation Champions, Kelly later made a conscious decision to shift its approach and accept all who “opt in.” This shift was a means to attract employees who want to satisfy their passion for innovation and be involved in the continuing evolution of the company. After three years, 22 Innovation Champions spanning multiple countries and diverse professional disciplines were available to be engaged in innovation projects or initiatives.

Once the first few Innovation Champions were named, Kleiner began holding monthly conference calls with the group to discuss key projects or issues in the Office of Innovation. The calls provided an opportunity for the Champs to be exposed to information that’s directly related to the long-range strategies and direction of the company, offer their input and ideas, and volunteer to work on OI projects. Once on an OI project team or initiative, members of this group were exposed to an exceptional development opportunity as they worked with others—both internal and external to Kelly—with diverse experience and knowledge.

To stay in touch between conference calls, Kleiner created a private online group for Innovation Champions on the company’s internal social media platform. Doing so enabled Kleiner and the Champs to communicate sensitive, timely, and critical information, as well as solicit engagement and feedback on key issues, problems, or opportunities in the innovation space. Kleiner made it a habit to post his calendar to the group and invite the Champs to attend any internal or external meetings that piqued their interest or aligned with innovation projects or initiatives they were working on.

Establishing a community of Innovation Champions unknowingly tapped a great source of employee passion in the workplace. Most of Kelly’s Innovation Champions are high-performers who love a challenge and have a natural curiosity to experiment. In addition, they’re willing to go the extra mile to make a difference at Kelly. Many have enjoyed the opportunity to work with other Champs they might not have crossed paths with otherwise, given Kelly’s vast size and scope.

One Kelly Innovation Champion described what she finds most rewarding about her role, stating, “Being in a room with really smart, forward-thinking, risk-welcoming people—even from outside of Kelly—is incredibly rewarding … it’s a chance to elevate yourself beyond the comfort of your desk and be a part of something even bigger.”

CREATE A MEANS FOR EMPLOYEES TO SUBMIT THEIR IDEAS, AND REWARD THEM

When the foundation for Idea Management at Kelly was first being introduced, Kleiner established a few guidelines. He wanted the efforts to be outcome-driven, open, and highly collaborative. So when it came to implementing a means for employees to submit their ideas, the tool needed to follow the guidelines.

Kelly’s Ideas tool became the intake for all ideas submitted globally, and it is...
accessible to all employees worldwide through both its global intranet and social media platform. The tool allows employees to submit, comment, and vote on ideas in four categories: process improvement, innovation, technology enhancement, and new product development. In addition to meeting Kleiner’s guidelines, this approach embraces transparency and risk-taking. All ideas submitted—and their comments and votes—are available for all Kelly employees to see.

More than 400 ideas were submitted to the tool less than three years into Kelly’s innovation journey. However, it became apparent that there was a lack of consistency and reliability for following up and acting on the ideas, mainly because a large number of organizations within Kelly are responsible for processing the ideas once they are submitted. As a result, Kelly engaged CIMS to help implement industry best practices to refine the Idea Management process and enhance the Ideas tool.

In conjunction with the Ideas tool, Kelly introduced an Innovation Incentive program. The program was designed to support efforts to reward and embed an innovation culture throughout the company by encouraging employees to generate and submit innovative ideas. Through the program, employees may be eligible for a bonus when their disruptive or incremental ideas are approved to proceed through the respective processes, and when disruptive ideas are approved for implementation. Employees with disruptive ideas that make it through the innovation process to implementation are eligible for a payout equal to one percent of the first year projected operating profit, to a maximum of $10,000.

ESTABLISH AN INNOVATION PROCESS FOR DISRUPTIVE BUSINESS OPPORTUNITIES

Kelly defines disruptive innovation as ideas with the potential to disrupt and transform the workforce solutions industry. Ideas submitted to the Ideas tool that are identified as disruptive are vetted through an innovation process established early on in the Office of Innovation. The innovation process consists of three phases: discovery (assessing the idea), incubation (testing the idea), and acceleration (scaling the idea to take to market). Three years into Kelly’s innovation journey, there were several key disruptive innovations in the process pipeline.

Innovation Champions play a key role in bringing disruptive ideas to life in Kelly’s innovation process. They are deeply involved in the projects through each phase of the process. The knowledge and experience they gain is preparing them to eventually coach fellow employees who have submitted disruptive ideas. As coaches, they will assist with articulating the idea’s value, market, and qualitative and quantitative business case.

Introducing Innovation Champions into the OI process is considered an industry best practice. They are the shepherds that usher disruptive ideas to the OI. They then guide the ideas through the discovery phase by assisting with the templates necessary to obtain approval to advance to the incubation stage. If the idea is approved to advance to the incubation phase, the Innovation Champion becomes a key stakeholder in the project team, which involves designing the prototype, performing a pilot test, documenting pilot performance, and building the business case to obtain approval to advance to the acceleration phase.
Getting the first few projects to the incubation phase was a testament to Kelly’s innovation process and the company’s ability to take organized action on disruptive ideas. As expected, projects encountered setbacks as well as successes, and Kelly established time and performance thresholds to help determine when it might be necessary to suspend or advance pilots through the process. During one pilot, Kelly invited an external expert to assess the company’s pilot design and provide input to further “stress test” the assumptions. The feedback and recommendations positively impacted the pilot’s performance, and the project’s momentum increased, providing the team with more credible data on the viability of the idea—which was a huge win for the Kelly team.

Kelly incorporated the CIMS System for Industrial Innovation (SII) tools and templates into each phase of the innovation process because they offered more discipline and rigor in vetting ideas and appropriately positioning them to advance through the process. Rather than changing the NPD methodology, the NPD process was integrated with the OI process to enable the SII tools and templates to benefit both processes and enhance the idea flow.

Integrating the processes required a thorough review and comparison of the existing tools and templates each process was using. Each process adopted tools and practices from the other where beneficial, and in some instances, additional SII tools and templates were adopted because they did not exist in either process. Each step in each process was also examined to identify areas of duplication or gaps. One of the most significant revisions to the new OI process was to involve the NPD team earlier in the OI process, which helped enhanced efficiency when handing ideas off to NPD.

According to CIMS, Kelly’s effort to integrate the NPD and OI processes is a best practice. Eliminating redundancies, aligning tools and templates, and closing the gaps between the two processes provided a means for ideas to flow efficiently and seamlessly from the OI to NPD, ultimately providing faster acceleration to market. In addition to the efficiency and productivity gains, the OI and NPD product road maps are evaluated and assessed holistically by leadership early in the idea development cycle, offering a more comprehensive market assessment of the idea.

Once the processes were integrated and the related tools and templates were in place, Kelly conducted a one-day workshop in partnership with CIMS for the Innovation Champions, employees involved with the NPD process, and members of senior management. The workshop included an overview of the new OI process and the benefits of the integration, as well as hands-on team exercises to become familiar with SII tools and templates.

**Setting Expectations for Success**

Together, the internal owners of each process defined “design principles” for integrating the OI and NPD processes. These principles were invaluable in ensuring the integrated process met management’s expectations and achieved success. The principles were to:

1. Maintain existing NPD process integrity
2. Improve quality of both processes
3. Work within Kelly’s culture
4. Keep it simple and measurable
“Kelly’s insistence that the survey findings—no matter how tough the message—be shared with all employees was more than commendable; it was essential to building trust in management and the company’s innovation strategy.”

—Paul Mugge, Executive Director, CIMS
“OMG—it’s really working!”

Highlights from the 2014 survey
IMMA SHOWS BIG GAINS IN WHAT MATTERS

The 2014 IMMA showed marked improvement in all competencies and dimensions. Most importantly, Idea Management (competency) and Organization & Culture (management dimension) progressed two levels—from “Ad Hoc” (Level 1) to “Managed” (Level 3). This is definitely good news, and it is particularly important because these two factors tie directly to the primary objectives of the OI (see Figure 4).

Idea Management is defined as “having the ability to effectively identify, assimilate, and qualify information regarding new technologies or ideas that can lead to highly differentiated, breakthrough products and services.” Mastering the ability to manage ideas—along with changing the organization’s culture—are essential ingredients for producing disruptive innovations.

“Managed” (Level 3) means “managers’ actions reinforce the desired new behavior and their goal is to institutionalize the new innovation business model.” This is a major milestone, because up to this point in Kelly’s innovation journey, actions

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<th>Competences/Dimensions</th>
<th>2014</th>
<th>2013</th>
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<tr>
<td>Idea Management</td>
<td>Managed</td>
<td>Ad Hoc</td>
<td>Ad Hoc</td>
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<tr>
<td>Project Management</td>
<td>Managed</td>
<td>Defined</td>
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<tr>
<td>Organization &amp; Culture</td>
<td>Managed</td>
<td>Defined</td>
<td>Defined</td>
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<td>Metrics</td>
<td>Defined</td>
<td>Ad Hoc</td>
<td>Ad Hoc</td>
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*Innovation Maturity Level measured on 5-point rating scale: Ad Hoc (1); Defined (2); Managed (3); Leveraged (4); and Optimized (5)

**Identified as primary areas of focus to drive innovation in 2013 and advanced performance levels in 2014

FIGURE 4 / 2014 IMMA Results
within the company have been essentially preparation. This result indicates that the organization is ready to actually manage big innovations.

Calculating the arithmetic mean of the scores also supported this progress. Results using this calculus improved from 2.2 in 2012 to 2.9 in 2014 (see Figure 4). It should be noted that arithmetic mode is used to create the heat map. Given the significance of the 2014 survey findings, CIIMS verified all competency and dimension ratings. Equally important is the progress in participation over this timeframe. In 2012 there were 600 survey respondents, and two years later there were more than 1,500 people who completed the survey (see Figure 4). All three data points show an organization that is maturing and eager to learn and be part of the company’s innovation initiative.

**VIQ REVEALS A DOMINANT CULTURAL TRAIT**

*Customer Orientation and Meaningful Work* dominate Kelly’s “homogenous” culture. No matter how the data was sliced using the demographic data (e.g., location, position, function), the two factors were rated at the top. This means that, above all, Kelly employees see themselves as serving customers and doing so is fulfilling to them, which bodes well for Kelly Services. For a description of the nine VIQ factors and the questions asked of participants, see Appendix A.

**WRITE-IN COMMENTS PRODUCE A SMALL BOOK**

The 2014 survey contained just one powerful open-ended question: “How can Kelly’s innovation efforts to build a more innovative workplace and pursue disruptive business opportunities be improved?”

Even though answering the question was optional, 555 people submitted thoughtful responses. More impressively, more than 46 different categories of recommendations were generated from the data. In general, many of the categories pertained to:

- Balancing innovation with day-to-day activities
- Training programs to impact innovation and performance
- Ways to use data and metrics in innovation
05
WRAPPING IT ALL UP
It's clear that Kelly has made great strides in its innovation efforts. In addition to closing the gaps identified in the surveys, the Office of Innovation has worked diligently to define how the company will drive its innovation culture, establish a means for employees to submit their ideas, and enhance Kelly's processes for bringing innovation to the market.

Going forward, generating externally focused ideas and processing ideas with greater speed will continue to be a main focus of Kelly's innovation efforts. As more employees become involved along the journey, innovation will take on a life of its own. The long-term goal is to increase engagement in innovation and continue to embed tools, practices, and procedures that will enable innovation to flourish to the point where it simply becomes part of the normal course of business, and employees essentially run it themselves.

Kelly has always been an innovative company. What it has now that it didn’t have three years ago is a more intentional culture and a well-defined suite of tools for assessing and taking action on innovative ideas. While Kelly is well on its way to maximizing its innovation efforts, there’s still work to be done, and Kelly is well prepared to meet the challenge.
**VIQ FACTORS AND QUESTIONS**

**Meaningful work**
People know that what they do impacts innovation in the organization.
The work we do in the organization is original.
People know that their creativity impacts customers.

**Risk-taking**
Being innovative is characteristic of the organization’s culture.
The organization’s culture encourages employees to try new ideas.
Being willing to take risks is characteristic of the organization.
The organization is adaptable to new situations.
Diversity of thought is encouraged in the organization.

**Customer orientation**
In the organization, we regularly look at how we offer customers superior value.
In the organization, we regularly re-examine who the target customers are for what we do.
In the organization, we regularly look at how we can add more value to our customers.

**Agile decision-making**
In the organization, we assess opportunities without being constrained by where we are right now.
In the organization, decisions are usually made at the level where the best information is available.
Everyone is involved in some degree in our organizational planning.
We respond quickly to changes in the business environment.

**Business intelligence**
In the organization, we use competitors as our benchmark.
We respond quickly to competitors’ actions.
In the organization, we regularly monitor competitors.

**Open communications**
Employees feel free to challenge the status quo.
People feel it’s OK to speak out if they disagree with others’ decisions.
The organization’s culture encourages members to be open to change.

**Empowerment**
People are encouraged to identify concerns about work.
People are encouraged to address work problems.
Individual independence is respected by the organization.

**Business planning**
In the organization, we use scenario planning as part of the business planning process.
In the organization, we use simulations as part of our business plan creation.
We estimate risks in each step when developing a business plan.

The organization takes a broad value chain perspective when examining new opportunities.

**Learning organization**
When redesigning products, processes, or services, we maximize what employees have learned from their working experiences.

One of our innovation practices is finding out how our customers really use our products.

One of our innovation strategy development processes is identifying similar ways our customers use our products.

**VIQ FACTOR DESCRIPTIONS**

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<tr>
<th>FACTOR</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>Meaningful work</td>
<td>Work is meaningful, impacting customers and others in the organization.</td>
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<tr>
<td>Risk-taking</td>
<td>Diversity of thought, innovation, and adaptability are encouraged.</td>
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<tr>
<td>Customer orientation</td>
<td>Efforts emphasize customers’ needs.</td>
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<tr>
<td>Decision-making</td>
<td>Decision-making is agile, shared, and distributed.</td>
</tr>
<tr>
<td>Business intelligence</td>
<td>Competitors and markets are monitored.</td>
</tr>
<tr>
<td>Open communication</td>
<td>Employees are encouraged to challenge the status quo.</td>
</tr>
<tr>
<td>Empowerment</td>
<td>Employees experience a high degree of autonomy and independence.</td>
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<tr>
<td>Business planning</td>
<td>Value chain, simulation, scenario, and risk evaluation techniques are used in business planning.</td>
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<tr>
<td>Learning</td>
<td>Customer and employee learning experiences are incorporated into work.</td>
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About Kelly Services
Kelly Services, Inc. (NASDAQ: KELYA, KELYB) is a leader in providing workforce solutions. Kelly offers a comprehensive array of outsourcing and consulting services as well as world-class staffing on a temporary, temporary-to-hire, and direct-hire basis. Serving clients around the globe, Kelly provided employment to approximately 540,000 employees in 2013. Revenue in 2013 was $5.4 billion. Visit kellyservices.com today.

About CIMS
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