

T7 MASTERCLASS

Creative HQ is New Zealand's leading provider of corporate and government innovation services, accelerator programmes and startup incubation. Since 2003, we have helped thousands of people from government agencies, corporates and startups make sense of innovation and to use it to complete high-impact projects and initiatives.

WHAT IS CREATIVE HQ'S SCHOOL OF INNOVATION?

Creative HQ's School of Innovation is an immersive, experiential school that aims to build entrepreneurial capability in individuals.

Our courses give individuals the tools and mindsets necessary to tackle complex problems. Whether you work in a startup, a government agency, a social enterprise, NGO or a corporation,



What is the T7 Masterclass in Innovation?

The T7 Masterclass in Innovation is part of Creative HQ's School of Innovation education and training programme.

The programme comprises of three qualifications:

- the Diploma in Applied Innovation (T1-3).
- the Diploma in Innovation Delivery (T4-5).
- and the Diploma in Innovation Leadership (T6-7).

It is the ultimate qualification for organisations looking to build innovation capability while solving problems, and for teams wanting to develop growth mindsets and skill-sets.

Your facilitators

Creative HQ's workshops are led by experienced practitioners and leaders in New Zealand's innovation sector.

Our T7 Master Coaches will support you with their facilitation expertise, guiding discussions, providing real-world examples of the techniques in action.

About the masterclass

The T7 Masterclass covers the same content that Creative HQ coaches and facilitators are trained in and has been delivered successfully both in New Zealand and internationally. Each tier in the T7 Masterclass is delivered as a short, intensive training module with an assessment at the end. The tiers are designed as scaffolded levels, with the successful completion of each being a prerequisite to the next.

Qualification objectives

Participants in the T7 Masterclass will become equipped with the tools and techniques of innovation necessary to solve complex problems in a structured, confident and efficient manner, applicable across multiple contexts.

Over the duration of the programme, participants will learn how to use core innovation methodologies (Lean, Agile and design thinking, etc) and to combine human-centered design with new technologies to create, accelerate and scale new investable and transformative ideas.

UPON COMPLETION OF TIERS 1-3, participants will have achieved the Creative HQ Diploma of Applied Innovation and will:

- Be fully practiced and have in-depth knowledge for most of Creative HQ's Ten Innovation Blocks, the basis for innovation events such as our sprint-based formats (including Discovery Sprints and Design Sprints).
- Have experienced a number of sprints as an innovation practitioner.
- Be highly competent and experienced in the use of a wide range of innovation tools and techniques, and able to incorporate these into their everyday work.

UPON COMPLETION OF TIERS 4-5, participants will have achieved the Creative HQ Diploma of Innovation Delivery and will:

- Be able to lead innovation programmes and facilitate others in the use of these innovation formats, tools and techniques
- Be a highly competent coach with a deep understanding of the four key support roles (coaches, mentors, domain experts and advisors / funders) required to nurture and drive high-performing innovation teams
- Understand how to create a conducive supporting environment for teams and how to identify, train and lead other coaches

UPON COMPLETION OF TIERS 6-7, participants will have achieved the Creative HQ Diploma of Innovation Leadership and will:

- Be able to design an end-to-end innovation programme/framework for use within large organisations, ecosystems or jurisdictions.
- Have completed a full cycle of design, development, delivery and evaluation of an innovation programme in ecosystems or large organisations.
- Demonstrated through delivering an end-to-end programme that they can navigate the nuanced issues of leading successful and impactful venture development in complex ecosystems or large organisations, including through periods of organisational, environmental or disruptive change.



Entry requirements

The entry requirement for the T7 Masterclass assumes participants have no prior knowledge of innovation or coaching methodologies.

Prior to starting the T7 Masterclass, participants will complete a CH3 assessment of their innate preferences and talents when it comes to working in an innovation environment.

Time commitment

Each tier takes up to 80 hours to complete per participant.

Assessments

At the end of each tier, participants will potentially complete assessments to determine whether the required standard of skills and competencies has been achieved.

What to do next?

Learn more about Creative HQ's School of Innovation online at: creativehq.co.nz

For any questions, reach out to us at: workshops@creativehq.co.nz

About the masterclass tiers

1 INTRODUCTION TO INNOVATION AND PROBLEM DISCOVERY

TIERS 1-3 ARE HIGHLY USEFUL AS AN INTRODUCTION TO THE PRINCIPLES, METHODOLOGIES AND PRACTICES OF EFFECTIVE INNOVATION PROGRAMMES.

Participants will be able to contribute meaningfully to any structured innovation format such as a Design Sprint, Hackathon or collaborative problem-solving workshop.

The tiers suit anyone seeking to become a proficient practitioner or coach of innovation programmes and new venture initiatives in the workplace. They provide an opportunity to practice a range of tools, techniques and innovation formats on actual problems and opportunities, resulting in an in-depth understanding of how to "do" innovation in practice.

Diploma of Applied Innovation

2 INNOVATION IMMERSION

3 BUILD, MEASURE, LEARN

4 EMBEDDING AND CO-FACILITATION

5 LEAD FACILITATION AND COACHING

6 PROGRAMME DESIGN

7 INNOVATION MASTERY

TIERS 4-5 CREATE OPPORTUNITIES FOR PARTICIPANTS TO LEARN FROM THE FRONT OF THE ROOM AND DEVELOP INSTRUCTOR SKILLS TO LEAD INNOVATION WORKSHOPS THEMSELVES.

These tiers are designed for those interested in delivering and facilitating innovation events.

Diploma of Innovation Delivery

TIERS 6-7 ARE IDEALLY SUITED TO INDIVIDUALS WHO ARE INTERESTED IN A CAREER IN INNOVATION.

The training in these tiers involves mastery through the design and development of an innovation programme, plus the opportunity to either implement and evaluate that programme or research and apply a new innovation tool or technique.

Diploma of Innovation Leadership

TIER 1

INTRODUCTION TO INNOVATION AND PROBLEM DISCOVERY

Participants will complete 80 hours of hands-on learning and will be well-positioned to competently contribute to future innovation projects. At the end of Tier 1, participants are expected to be proficient in the key principles, techniques and practices of innovation methodologies as well as the structure, format and implementation of the Creative HQ Foundation and Discovery Innovation Blocks.

Key topics

- Design thinking and customer empathy.
- Introduction to Lean Startup and Lean Enterprise methodology.
- Agile principles and introduction to Agile Management.
- Understanding the innovation life-cycle.
- Principles of collaborative problem solving.
- Problem Discovery and mapping.
- Introduction to Creative HQ's Ten Innovation Blocks.

Learning outcomes

The learning outcomes for Tier 1 will include:

- Innovation methodologies.
- Sprint participation and collaborative problem-solving.
- Problem Discovery skills and mapping.

Activities

During the initial one-day in-residence bootcamp, participants will be introduced to a range of innovation methodologies and their underlying principles, philosophies, knowledge and theoretical foundations.

Following this, participants will take part in a four-day Problem Discovery sprint, where the theory is paired with the tools and techniques frequently used in the application of innovation methodologies. Participants will work their way through a series of exercises designed to introduce core innovation practices and principles before embedding these new skills and techniques in their working knowledge.

Post-bootcamp, participants will be coached and supported remotely as they use their new tools for problem discovery, to validate a problem statement anchored in a real-world problem. Participants then join together in-residence again at the end of the four-week problem discovery period for a two-day workshop designed to distil the insights from the remote work and establish the foundational knowledge of innovation in practice.

For those continuing to Tier 2 of the Masterclass, the workshop is also used to design inputs for their Tier 2 training.

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TIER 2

INNOVATION IMMERSION

Following the completion of Tier 2, participants are expected to be proficient practitioners in a range of Creative HQ's Innovation Blocks, be experienced in two sprint types, and have a solid understanding of related methodologies, tools, techniques and resources.

Key topics

- Confirming the potential value of solving a particular problem.
- Effective group work – managing divergent and convergent modes (double diamond).
- Finding consensus during ideation to ensure progress.
- Exploring solutions from different perspectives.

Learning outcomes

The learning outcomes for Tier 2 will include:

- Market potential.
- Ideation skills.
- Applied Agile Management.

Activities

Tier 2 commences with an overview of the Creative HQ Market Potential Innovation Block, using validation tools to explore the unique factors that make the problem hard to solve and what the impact of any solution might be.

Participants then assemble in-residence for an intensive Ideation Sprint where they will learn to ideate on potential solutions to a problem / opportunity, before designing and testing the solution concept with the target audience.

To end Tier 2, participants will gather for a one-day in residence retrospective on the sprint process and discuss their applied agile management through working effectively in sprints.

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TIER 3

BUILD, MEASURE, LEARN

Tier 3 completes Creative HQ's Diploma in Applied Innovation.

Upon completion of Tier 3, participants will be able to use a variety of prototyping tools, test solutions thoroughly and effectively with users and stakeholders, and iterate based upon feedback. They will be able to use canvases and templates to look towards implementation and growth.

Key topics

- Understanding risk, uncertainty and evidence-based decision-making in the context of innovation experimentation.
- The range of solution prototypes through to Minimum Viable Product (MVP).
- How to use the Build, Measure, Learn loop effectively.
- How to use sales techniques for solution validation.
- Building and delivering a full pitch, using Creative HQ's 'Pitch' innovation block.
- Key principles of innovation management and how to drive towards specific innovation outcomes, metrics and objectives.

Learning outcomes

The learning outcomes for Tier 3 will include:

- Using prototyping tools.
- Effective validation techniques.
- Pitching.
- Growth and implementation.

Activities

Tier 3 delves deeper into the Build, Measure, Learn loop by helping participants iteratively build a range of solution prototypes to test with end users.

The range includes light-weight virtual solutions through to sophisticated working prototypes. Following this process helps avoid investing a lot of time and money into a solution that ultimately nobody wants. Instead, through continual iteration and validation, participants will learn from users how to build successful solutions.

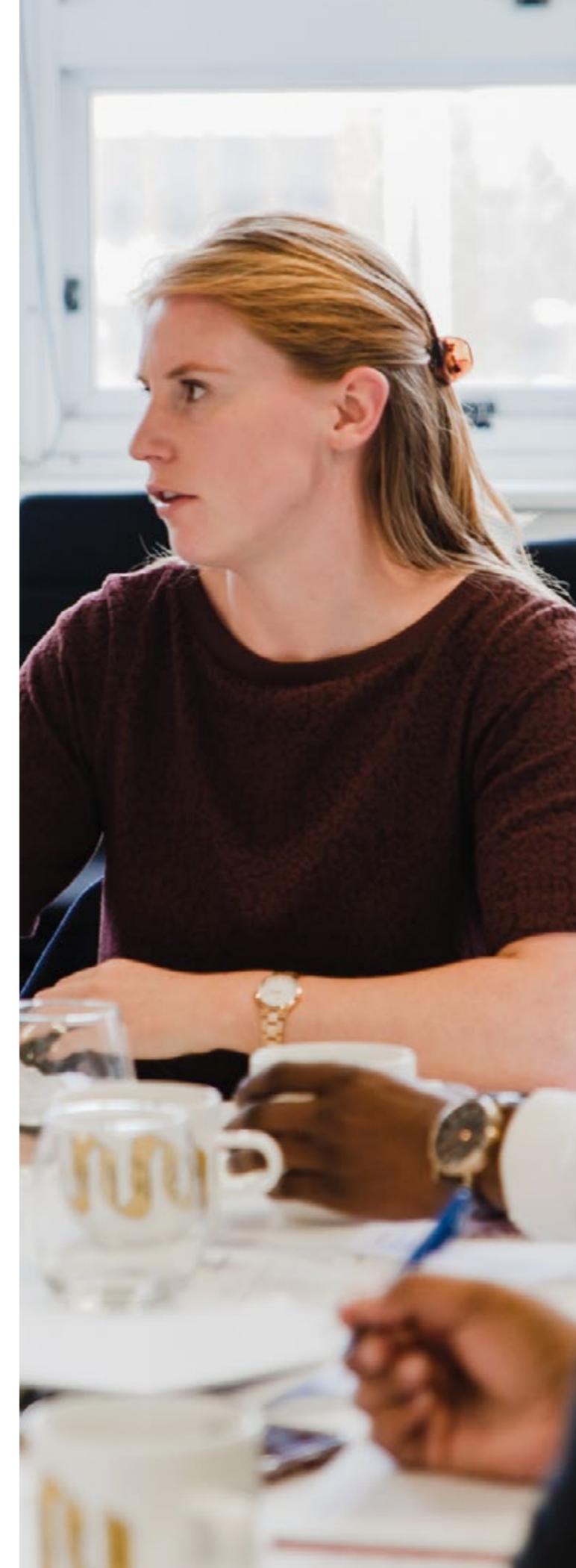
The tier introduces the concept of an MVP sprint and is designed to validate a given solution through carefully controlled "sales experiments" that mimic the psychology of actual sales situations.

Participants learn to apply the sales experiment technique which can be used for any validation process. Having been exposed to three sprint types, they will be able to build and deliver a comprehensive pitch.

Finally, the lean canvas and a roadmap template are used to introduce scalability and the Creative HQ Innovation Block 'Growth'.

To end Tier 3, participants will gather for a one-day in residence retrospective on the process.

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TIER 4

EMBEDDING AND CO-FACILITATION

Following the completion of Tier 4, participants are expected to be showing aptitude and ability for workshop/sprint preparation, front-of-room facilitation, people management and run-sheeting. Participants will have developed a deep understanding of all the processes that happen behind the scenes when designing and facilitating a workshop/sprint with teams.

Key topics

- Front of room skills.
- How to select high-performing innovation teams that can drive rapid innovation and deliver pre-defined outcomes.
- Tips and tools for facilitation.
- Innovation event preparation, including working with clients, participants and run-sheeting.

Learning outcomes

The learning outcomes for Tier 4 will include:

- Building and coaching successful teams.
- Preparing an innovation event.
- Facilitation skills.

Activities

Tier 4 is designed to equip participants with the skills and knowledge to shift from “active participant” to “innovation practitioner”. It is the first tier of the Diploma in Innovation Delivery.

This shift is achieved through a series of activities and scenarios to prepare participants for building the foundation of a successful innovation event and live facilitation.

Participants will initially identify a one or two-day workshop / sprint opportunity within their organisation. Guided by their coach, they will start to engage with stakeholders to prepare the event, while working through a series of sessions on facilitation skills.

To end Tier 4, participants will further embed their coaching capability by co-creating and co-facilitating a one or two-day innovation event, supporting each other through the core activities. This will involve building the runsheet and creating the event space to develop a growth mindset for all participants.

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TIER 5

LEAD FACILITATION AND COACHING

Following the completion of Tier 5, participants are expected to be showing a growing aptitude and confidence for front-of-room facilitation and one-to-one/team coaching.

Participants will be able to demonstrate their understanding of eight Creative HQ Innovation Blocks, as well as their proficiency in coaching tools and techniques in high intensity innovation environments. They will be able to demonstrate competency in the theoretical and practical skills of leading a team through an innovation process.

Participants should be confident working with teams, training and instructing individual team members, and ensuring that innovation initiatives deliver the desired outcomes and outputs.

By the end of the tier, participants will have completed 400 hours of hands-on learning and experiential training, and will be well-positioned to competently coach and lead teams through innovation events and programmes (such as incubators or accelerators).

Key topics

- Developing innovation talent and creative confidence – nurturing personal transformation and driving teams towards breakthrough outcomes.
- Coaching and facilitation in a high intensity environment. Tools and techniques for innovating at pace, stage-gating in rapid innovation programmes – when to drive a team towards pivot, persevere or prune and dealing with difficult situations as a facilitator.
- The psychology of individuals and teams – coaching and facilitation essentials – personal transformation and vital oscillation for break-through performance.
- Demystifying “innovation” – how to lead facilitate disciplined innovation formats.

Learning outcomes

The learning outcomes for Tier 5 will include:

- Design of an innovation event.
- Delivery of an innovation event.
- Balancing stakeholder requirements.

Activities

The tier is designed to lead towards the delivery of a five-day sprint. Prior to that participants will work through exercises focused on coaching individuals and teams, be introduced to co-design as an innovation approach, explore storytelling as a technique and run through a series of facilitator scenarios.

The preparation of the sprint includes engaging with the client to glean and articulate the required (and requested) inputs and outputs. One of these outputs will be a design log, which participants will learn how to structure based on content, artifacts and insights gathered throughout the event.

There are a few options for selecting the type of sprint. At any given time, Creative HQ runs a range of innovation events (e.g. sprints, hackathons, workshops), which can be used as opportunities for new coaches to demonstrate their skills. Or, when and where events are not scheduled, participants can theme formats to align with actual problems/opportunities that need to be addressed. The chosen innovation format will create highly-desirable innovation outcomes for clients whilst also promoting and socialising the upskilling/training for coaches.

Whichever format is used, Tier 5 participants will take turns leading, facilitating and coaching the cohort throughout the event (assisted by highly experienced facilitators and coaches from Creative HQ).

Tier 5 concludes with a one-day in-residence retrospective and assessment.

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TIER 6

PROGRAMME DESIGN

By the conclusion of Tier 6, participants are expected to demonstrate their comprehensive understanding and proficiency in all aspects of designing and delivering a highly effective and successful innovation programme as evidenced by their work on a real-world/case study scenario.

Key topics

- Understanding constraints, objectives, outcomes and common structures/ approaches of innovation programmes.
- Understanding operating, finance and resourcing models for innovation programmes.
- Navigating complex stakeholder environments, internal innovation politics and competing priorities with “business as usual” environments.
- Developing and managing successful innovation programmes – non-delivery related aspects and processes (deal-flow sourcing, team assessment and selection funnels, on-boarding/re-entry, etc).
- Innovation portfolio balancing and life-cycle management. Balancing opportunity size and dynamics across innovation horizons, customer experience, impact and strategic alignment.

Learning outcomes

The learning outcomes for Tier 6 will include:

- Building an innovation ecosystem.
- Programme design and management.
- Programme impact and evaluation.
- Presentation and next steps.

Activities

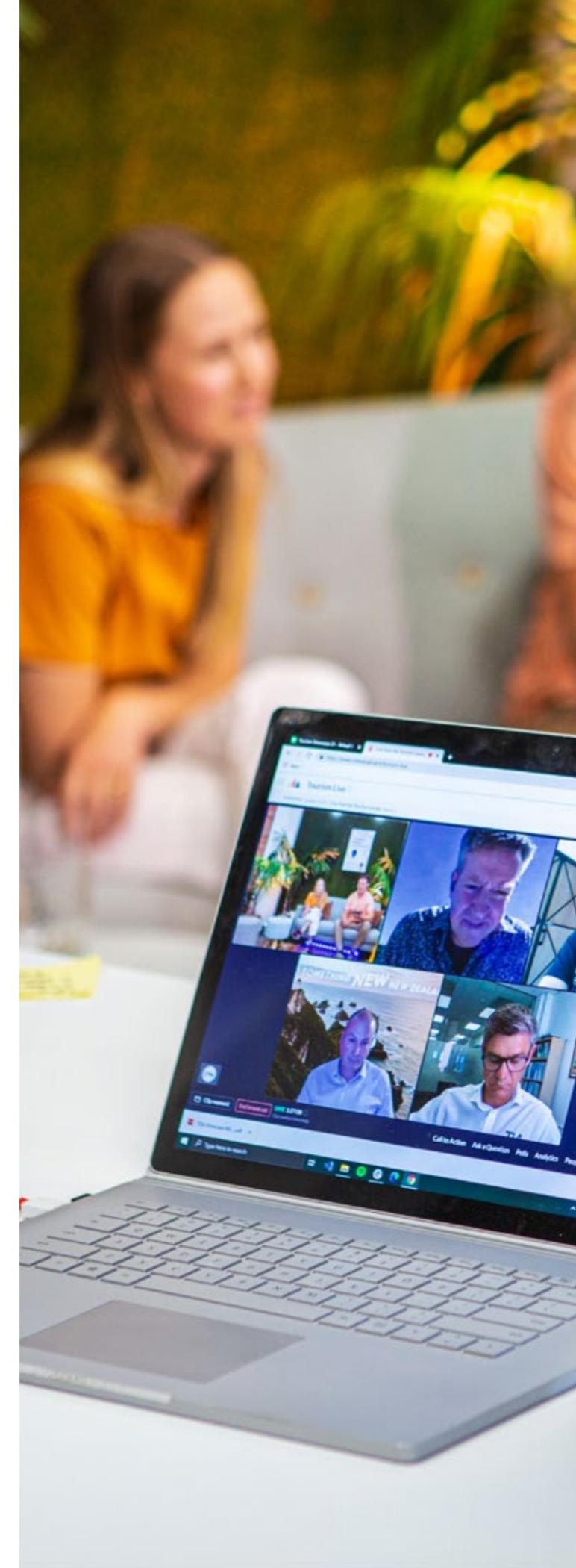
Tier 6 focuses on the end-to-end design of effective innovation programmes for organisations and ecosystems.

It commences with a five-day foundational workshop on programme design where participants learn how to design, develop and implement an end-to-end Innovation Programme. The training includes design principles for startup incubation, acceleration, and corporate/public sector programmes and a discussion of common models (such as fixed intake and rolling intake models, high-touch/low-touch interventions, etc).

Participants will work on developing a deep understanding of all phases of innovation programmes including preparation, “deal flow”, programme events, due diligence and post programme activities, sequencing of innovation formats and the development of meaningful metrics, stage gates and reporting standards.

Participants are then tasked with the design of an Innovation Programme to suit a given real-world or business-case scenario. This is preferred as an individual exercise that is supported and assessed by a Creative HQ Master Coach.

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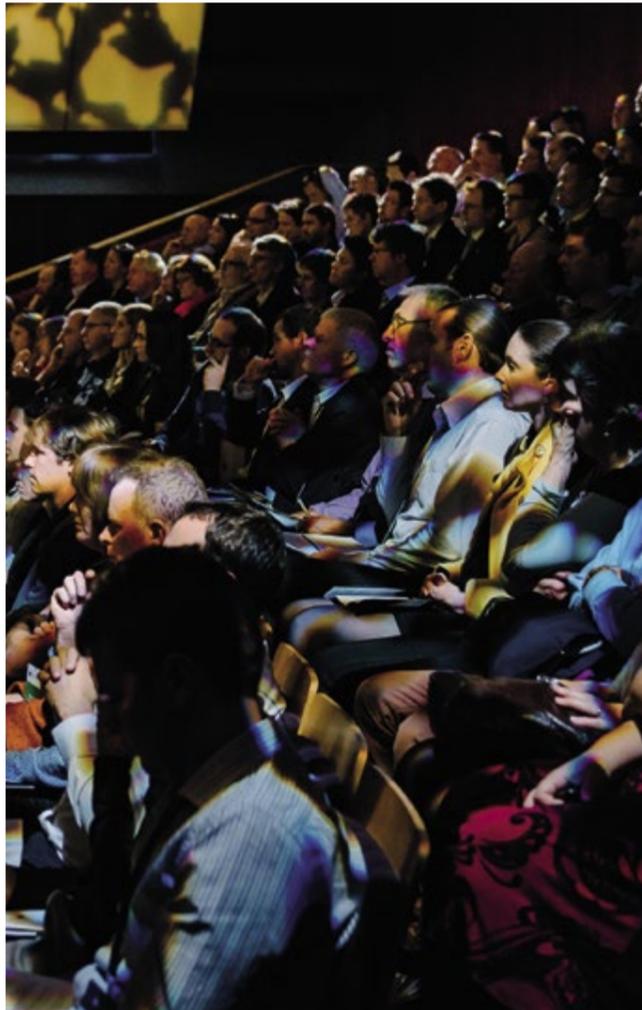
TIER 7

INNOVATION MASTERY

Tier 7 completes Creative HQ's Diploma in Innovation Leadership.

Tier 7 should be undertaken 3–6 months after Tier 6 and upon completion participants are expected to operate at the level of an innovation specialist and must have successfully delivered at least one end-to-end Innovation Programme in an ecosystem or large organisation.

If, for a variety of reasons, participants are unable to wait 3–6 months to undertake Tier 7, then a second option is available. Upon completion of this option, participants – with the expectation that they will operate at the same level of mastery – will have researched, developed and tested a new market-ready innovation tool or technique, or a new facilitation or coaching technique. For either option, this level will be awarded when other T7 Master Coaches believe the participant demonstrates the key characteristics of an innovation specialist.



T7 – BOTH ROUTES

Learning outcomes

The learning outcomes for Tier 7 will include:

- Design and development.
- Delivery and evaluation.
- Innovation mastery.

T7 – ROUTE A

Key topics

- Demonstrating value of innovation programmes at executive levels.
- Successful establishment, delivery and ongoing operation of innovation programmes.
- Evolving innovation programmes to increase value, relevance and impact.
- Creating repeatable and scalable programmes that can be delivered globally.

Activities

To be awarded the final Tier in the T7 Masterclass in Innovation, participants must have completed a full cycle of design, development, delivery and evaluation of an Innovation Programme in an ecosystem or large organisation.

As part of this process, participants will have experienced some of the implementation challenges first hand, thereby gaining an understanding of the nuanced issues associated with running a successful and impactful programme through periods of organisational, environmental or disruptive change.

Innovation programmes are no different to other complex programmes of work and as such Master Coaches are expected to demonstrate the value of the programmes they design and work within organisational/funding constraints, time pressures, politics, and varying cultural norms.

Participants will typically also experience the challenges of establishing, funding, operating, showcasing and completing programmes with complex stakeholder management at executive level.

At the end of the design and delivery period of a new programme designed by participants, a post-programme assessment is performed by an experienced Master Coach with specific feedback, guidelines and potential areas for improvement for each participant.

T7 – ROUTE B

Key topics

- Mapping innovation and facilitation practice to identify gaps and opportunities.
- Demonstrating the ability to develop new applied knowledge in innovation and/or facilitation delivery.
- Testing a new innovation in a facilitation space.

Activities

This alternative Tier 7 option challenges participants to make use of Creative HQ's Innovation Blocks to create a market-ready innovation tool or technique.

By following the innovation pathway of 'discover – ideate – build, measure, learn' participants will be tasked with delivering either a road-tested new innovation tool or technique, or a new facilitation or coaching technique.

Following a number of dry-runs, when they will have been guided through the process, participants will be supported through remote individual research work by a Master Coach with weekly group meetings to share their work and receive feedback.

Participants will be directed to set up testing for their concept through two cycles of build-measure-learn before a final presentation to a group of stakeholders.

What to do next?

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