The following document is supplemental to *ACRP WebResource 16:* *Playbook for Developing a Culture of Innovation at Airports* (ACRP Project 01-47, “A Guide to Developing a Culture of Innovation at Airports”). The full WebResource can be found at https://crp.trb.org/acrpwebresource16/.

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**Developing a Culture of Innovation**

*WebResource Companion Worksheet*

Welcome to the companion worksheet for *ACRP WebResource 16: Playbook for Developing a Culture of Innovation at Airports.* This worksheet provides you with a place to answer questions and take notes to help spur you on toward implementing the ideas presented in the WebResource.

This worksheet presents the check-in and check-out questions based on your perspective as a business function leader and prompts you to provide answers that apply to your organization, business function, and/or your team, as well as yourself individually.

## Part 1: Understand (read it [here](https://crp.trb.org/acrpwebresource16/part1-understand/))

### Part 1 Check-In

Before reading Part 1, consider and answer the following questions:

1. How would you describe the culture of your business function today? Underline each that apply. Further, does it differ from that of the organization as a whole?

|  |  |  |  |
| --- | --- | --- | --- |
| * Appreciative
* Biased
* Boring
* Casual
* Collaborative
* Connected
* Creative
* Curious
* Decisive
* Demanding
 | * Disengaged
* Diverse
* Empathetic
* Engaging
* Flexible
* Fun
* Happy
* Hostile
* Inclusive
* Innovative
 | * Micromanaged
* Motivating
* Nimble
* Nurturing
* Outdated
* Progressive
* Relaxed
* Respectful
* Rewarding
* Safe
 | * Siloed
* Stagnant
* Stressful
* Supportive
* Toxic
* Transparent
* Trusting
* Unaccountable
* Unsupportive
* Welcoming
 |
| Others? Describe here: |

1. Do you think your business function has a culture of innovation? Why or why not? (Or maybe another way to think about it: what things do you see that point to or stand in contrast to a culture of innovation?)

|  |
| --- |
| Describe here: |

1. Do you think *you* have a mindset of innovation? Why or why not? What things do you do (or wish you could do) that contributes to a mindset of innovation?

|  |
| --- |
| Describe here: |

### Personal Notes

#### Chapter 1 (read it [here](https://crp.trb.org/acrpwebresource16/part1-understand/chapter-1-ft/))

|  |
| --- |
| Insert notes here… |

#### Chapter 2 (read it [here](https://crp.trb.org/acrpwebresource16/part1-understand/chapter-2-ft/))

|  |
| --- |
| Insert notes here… |

#### Chapter 3 (read it [here](https://crp.trb.org/acrpwebresource16/part1-understand/chapter-3-ft/))

|  |
| --- |
| Insert notes here… |

### Part 1 Check-Out

After reading Part 1: Understand, consider and answer the following questions:

1. Has your opinion changed regarding whether your business function has a culture of innovation? If so, is your culture more or less like the description of a culture of innovation? Also consider the impact of the broader organizational culture and whether you are in alignment.

|  |
| --- |
| Describe here: |



1. Describe the extent to which your **organizational elements** are already aligned to support innovation within your business function. Also consider your organization as a whole; to what extent is this broader set of elements properly aligned?

|  |
| --- |
| **Leadership**: Insert here… |
| **Staff**: Insert here… |
| **Strategy and Policy**: Insert here… |
| **Organizational Structure**: Insert here… |
| **Process and Procedure**: Insert here… |

1. Consider **other business functions** at your airport. Are they aligned to support innovation? Think of initiatives and new ideas you have pursued. Did other functions support or block your progress? Your ideas here could be very beneficial to your executive leadership team. Where your team’s business function is named, take some extra time to consider its current state.

|  |  |
| --- | --- |
| **Business Functions** | **Aligned?** |
| **Corporate Management (CEO/C-Suite)** |  |
| **Legal** |  |
| **Administration** |  |
| **Human Resources** |  |
| **Procurement** |  |
| **Property Management** |  |
| **Finance** |  |
| **Public Affairs** |  |
| **Air Service/Marketing** |  |
| **Information Technology** |  |
| **Operations/Maintenance** |  |
| **Planning / Engineering** |  |
| **Security/Safety** |  |
| **Other business function…** |  |
| **Other business function…** |  |
| **Other business function…** |  |
| **Other business function…** |  |
| **Other business function…** |  |

1. Consider your **airport’s industry partners**; are they aligned to support innovation? Think in the context of the reach of your business function and initiatives you are seeking to implement.

|  |  |
| --- | --- |
| **Aviation Partner** | **Aligned?** |
| Airlines |  |
| Government Agencies (TSA, CBP, FAA) |  |
| Concessionaires |  |
| Ground Transportation |  |
| FBOs |  |
| Other Airports |  |
| Passengers |  |
| Public Affairs |  |
| Other partner… |  |
| Other partner… |  |

1. Consider yourself and those around you in your business function. Which **persona** descriptions fit these individuals? Also consider the organization as a whole and whether there are individuals in your business function that would be of great benefit to a broader culture of innovation program.

|  |  |
| --- | --- |
| **Persona** | **People** |
| Catalyst |  |
| Enabler |  |
| Accelerator |  |
| Sustainer |  |
| Challenger |  |
| Inhibitor |  |
| Destroyer |  |

## Part 2: Develop (read it [here](https://crp.trb.org/acrpwebresource16/part2-develop/))

### Part 2 Check-In

1. When you think about your business function, rank the following statements from 1-5 with 1 being “less likely” and 5 being “absolutely.”

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statements** | **1** | **2** | **3** | **4** | **5** |
| Innovation activities are happening |  |  |  |  |  |
| You see staff trying to innovate |  |  |  |  |  |
| You celebrate results from innovation |  |  |  |  |  |
| You have a formal innovation team  |  |  |  |  |  |

1. Does your business function have a mindset of innovation? Rank from 1-5 with 1 being “less likely” and 5 being “absolutely,” relative to each of these mindset of innovation concepts.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statements** | **1** | **2** | **3** | **4** | **5** |
| Open to change  |  |  |  |  |  |
| Consider experimenting |  |  |  |  |  |
| Resist fear of failure  |  |  |  |  |  |
| Learn from setbacks |  |  |  |  |  |
| Desire to collaborate |  |  |  |  |  |
| Seek feedback |  |  |  |  |  |
| Inspired by other’s success |  |  |  |  |  |
| Accountable |  |  |  |  |  |

Go back to each of these items with a score of 3 or below and list at least one item you can do to improve the score.

### Personal Notes

#### Chapter 4 (read it [here](https://crp.trb.org/acrpwebresource16/part2-develop/chapter-4-ft/))

|  |
| --- |
| Insert notes here… |

#### Chapter 5 (read it [here](https://crp.trb.org/acrpwebresource16/part2-develop/chapter-5-ft/))

|  |
| --- |
| Insert notes here… |

### Part 2 Check-Out

1. After selecting Plays from Chapter 5 for your business function, how will you track and manage deploying them across your business function? Have you included opportunities to involve other airport partners in this endeavor?

|  |
| --- |
| Insert answer here… |

1. Do you have any specific team members in mind that would form a culture of innovation team to track and manage the deployment of your Plays? If not, revisit the personas in Chapter 2 to gain insight into the positive traits that would benefit your implementation plan, as well as guard against those negative traits discussed

|  |
| --- |
| Insert answer here… |

1. Seeing the cultivation cycle in Chapter 4, can you name at least one way in which your business function accomplishes the elements shown in the cycle?

|  |
| --- |
| Insert answer here… |

1. What challenges in the matrix provided at the end of Chapter 4 resonated with you about your business function? Continue into Chapter 7 for additional correlations to Plays and supplemental resources that will help you deal with these challenges.

|  |
| --- |
| Insert answer here… |

## Part 3: Sustain (read it [here](https://crp.trb.org/acrpwebresource16/part3-sustain/))

### Part 3 Check-In

1. Have you tried some of your Plays with your business function? Take some notes about their effectiveness or the challenges you experienced; the next few chapters will provide additional ideas and resources to help you refine your Plays

|  |
| --- |
| Insert answer here… |

1. Did new barriers or challenges emerge within your business function once you deployed a Play? Identify which organizational element(s) were most challenging

|  |
| --- |
| Insert answer here… |

1. As you implemented new Plays, did new persona traits emerge? How did these personas impact the Play?

|  |
| --- |
| Insert answer here… |

### Personal Notes

#### Chapter 6 (read it [here](https://crp.trb.org/acrpwebresource16/part3-sustain/chapter-6-ft/))

|  |
| --- |
| Insert notes here… |

####  Chapter 7 (read it [here](https://crp.trb.org/acrpwebresource16/part3-sustain/chapter-7-ft/))

|  |
| --- |
| Insert notes here… |

#### Chapter 8 (read it [here](https://crp.trb.org/acrpwebresource16/part3-sustain/chapter-8-ft/))

|  |
| --- |
| Insert notes here… |

### Part 3 Check-Out

Now that you have completed Part 3, take a moment to consider how you will implement what you have learned.

1. Has your organization identified a **team** that will maintain accountability for making progress toward the desired culture change? If not, champion this among your fellow leaders, and track it as something to resolve going forward.

|  |
| --- |
| Insert answer here… |

1. Has your organization selected **Plays** and used the [playbook worksheet](https://crp.trb.org/acrpwebresource16/wp-content/uploads/sites/34/2022/04/Playbook-Worksheet_ACRP0147.docx) to start tracking their deployment? Or within your business function, have you identified Plays to deploy? If not, what is holding you back? Track this as something to resolve going forward.

|  |
| --- |
| Insert answer here… |

1. Have you identified opportunities to put in place sustainability processes and tools from Chapters 6-8? If not, what is holding you back? Track this as something to resolve going forward.

|  |
| --- |
| Insert answer here… |

1. Have you shared this WebResource will your colleagues? If not, do so now! They will probably key in on things you did not. This will make a great opportunity to come together, share ideas, and be the spark to help your team, business function, or organization move one step closer to a culture of innovation.