

**Transformational Innovation Leadership Tool (TILT™)**

Given the continuous threat from disruptive innovators, innovation leaders need to create sustainable competitive advantage by championing innovation across all business expertise and provide a worthy purpose and optimal conditions for their teams.

Creativity and innovation are unique. They are emotionally intense activities which require passionate people with diverse opinions and characters to tap into their collective genius and embrace frequent failure to address complex challenges.

Perspecta Leadership & Innovation proprietary research demonstrates the critical role of innovation leaders in creating the optimal conditions of psychological safety<sup>1</sup>, creative tension<sup>2</sup> and intrinsic motivation<sup>3</sup> which enhance collective learning, creativity and ultimately accelerating innovation.

**Objectives and Dimensions**

The Transformational Innovation Leadership Tool (TILT™) is a leadership development tool designed by Perspecta which combines Business Innovation and Human Dynamics perspectives to understand how the mindset and behaviour of innovation leaders impact their organization and innovation outcomes. Feedback and insights from TILT™ help innovation leaders identify opportunities to accelerate innovation within their organizations.

Responses from in-depth interviews of up to 16 observers including Superiors, Direct Reports, Co-workers and Others are analysed through the TILT™ across 22 dimensions which were identified through proprietary research as critical to enhancing creativity and innovation at three levels; the Innovation Organization, the Innovation Team and Innovation Leadership.

These dimensions are listed at the three levels as follows:

Organizational Innovation	Innovation Team	Innovation Leadership
Structure & Governance	Recognizing Creative-thinking	Being Authentic
Sharing Strong Purpose	Questioning & Experimenting	Respecting Expertise
Psychological Safety	Horizontal Leadership	Intrinsic Motivation
Risk-taking	Channelling Conflict Positively	Maintaining Flexibility
Adaptability	Embracing Failure	Showing Courage
Primary Task	Supporting Collaboration	Enjoying Gratification
Primary Risk	Fostering Diversity	Creativity as Motivation
	Vertical Leadership	

<sup>1</sup> Psychological Safety is “a climate in which people are comfortable expressing and being themselves.” – Amy Edmondson, The Fearless Organization. Wiley – 2019.

<sup>2</sup> Creative Tension is “the force that comes into play the moment we acknowledge a vision that is at odds with current reality.” – Peter Senge, The Fifth Discipline. Random House – 1990.

<sup>3</sup> Intrinsic Motivation is “when people feel motivated primarily by the interest, enjoyment, satisfaction, challenge of the work itself.” – Teresa Amabile, A Model of Creativity and Innovations in Organizations. Research in Organizational Behaviour, Vol. 10, pages 123-167 – 1988.

## Who is the TILT™ designed for?

The TILT™ is designed for a wide range of innovation leaders, such as CSO's, Heads of R&D, CTO's CEO's of Technology and Impact Ventures, and mid-level Innovation Leaders, looking to enjoy greater awareness of themselves and their impact on team and broader organizational dynamics.

## Questionnaire Structure

- Semi-structured, in-depth, one-on-one interviews
- 3 initial questions selected from a bank of 17 based on relevance
- Each interview takes one hour
- Feedback from between 4-16 observers (including Participant, Superior, Direct Reports, Co-workers or Others)

## What feedback can I expect after I take the TILT™?

TILT™ is an ideal tool for encouraging self-reflection and analysis and is an essential resource for innovation leaders who are embarking on a journey of personal and professional development. The tool helps create greater awareness of how your mindset and behaviours impact your innovation team in the context of organization and market.

As a result of the TILT™ feedback you will be able to do the following:

- Build understanding of the 22 dimensions at Innovation Organization, Innovation Team and Innovation Leadership levels
- Create awareness of the innovation leader's critical role in impacting these dimensions and optimizing conditions for innovation in the context of their organization
- Explore differences in perspectives between observer types to identify leadership and organizational development opportunities
- Acquire new knowledge and concepts that can be shared throughout the organization and expand an innovation mindset
- Identify the most relevant Transformational Innovation Leadership skills to model and practice based on leadership development needs and organizational culture

Transformational Innovation Leadership skills (such as questioning / experimenting, challenging conflict positively and being authentic) when modelled and practised by the innovation leader help create optimal conditions of psychological safety, creative tension and intrinsic motivation and help generate transformational personal and technical insights which enhance creativity and change.



Transformational Innovation Leadership Model™ – Based on Paul Chater “Enhancing team creativity and organizational innovation through a psychodynamic approach - INSEAD EMC Thesis. 2019.

## What insights can I expect from the TILT™?

TILT™ has been designed as a leadership, team and organizational development tool which combines both Business Innovation and Human Dynamics perspectives and should therefore not be used as an assessment tool to inform recruitment, promotion or restructuring decisions.

We strongly recommend that the TILT™ be used as part of a coaching or consulting engagement by an approved Perspecta Leadership & Innovation associate. Reflection and dialogue with your coach or consultant on the TILT™ analysis, combined with feedback from [KDVI Development Tools](#), will generate deeper insights to inform your leadership, team and organizational development journey.

## Anonymous Feedback and Confidentiality

The TILT™ is designed in such a way that observers remain anonymous. Comments from the semi-structured interviews are gathered, analysed and shared in the report anonymously. Observer feedback is split out and shared by observer type; Superior, Co-worker, Direct Report, Others. Exploring differences in perspectives between these types can generate interesting insights.

All information is treated confidentially. TILT™ results and analysis are not shared with anyone else without the express permission of the participant.

## Pricing

The TILT™ has been designed and developed by Perspecta Leadership & Innovation based on proprietary research. The TILT™ is delivered exclusively as part of Perspecta Coaching or Consulting client interventions.

The basic TILT™ report and analysis which includes feedback from 3 observers and participant costs €5,000 ex VAT.

Upto 12 additional observers can be added to the basic TILT™ report and analysis at a cost of €650 ex VAT per observer.

i.e. TILT™ with 10 observers (including participant) costs €5,000 + ((10-4) x €650) = €8,900 ex VAT.

All our reports are delivered as pdf's exclusively.

## Available Languages

The TILT™ is currently available in English with French, Spanish and Chinese available from 2023.

## What Services are available if I choose the TILT™?

- End-to-end management of observer engagement, interviewing and tracking with regular progress reports and reminders to participants and observers
- Helpdesk for observer queries by email to [support@perspecta.group](mailto:support@perspecta.group). There is normally a same day response to queries
- Private and confidential dispatch of reports in pdf format by email at the end of analysis

## Any other questions?

To find out more about TILT™ please contact Paul Chater at [paul.chater@perspecta.group](mailto:paul.chater@perspecta.group) or visit our website at [www.perspecta.group](http://www.perspecta.group).