

**Innovation Name:** *Title your innovation in a way that would describe your project to somebody who doesn't know anything about it*

**Who's Involved:** *List people involved in implementing the innovation. Include yourself and any colleagues that contributed to the project*

**Start Date:** *List the date that you started working on your innovation*

**End Date:** *List the date that you fully implemented your innovation*

## Why Change is Needed

*Write a statement about why change is needed. This statement should move those you need support from to either participate or give their approval, so hit the emotional core of why change is needed. Remind them of your organization's mission and why they chose to do this work. Then, explain how this opportunity to innovate can help the organization do better, more efficient work for your customers. Address what's standing in your way and what our future state could be if we tackled it. Remember, no solutions! You need to appeal to the emotional and rational side of the brain to convince people to take action, so also include mention of your most compelling metrics from your current state.*

	Current State (CS) Costs	Future State (FS) Costs
  <b>Qualitative</b> (Feelings)	<i>Write a brief description of the feelings that staff and customers have about the current process. You can also include "feeling" related metrics such as customer service scores, or a Net Promoter Score.</i>	<i>Write a brief description of the feelings that you expect staff and customers will have about the process after your innovation. Or, the figure you anticipate for your "feeling" metric.</i>
 <b>Money</b>	<p><i>List the costs associated with each of the following (if applicable to your process/innovation):</i></p> <p><b>[Soft Costs]</b> <i>The cost of staff time. This is usually in the form of an hourly wage, but can be a different unit of time (e.g. dollars per minute). If there are multiple people involved in your process, you may need to list a few different figures. For example, you may include one rate for yourself and another for the team lead.</i></p>	<p><i>For each cost listed in the current state, list what you expect the cost(s) to be after your innovation.</i></p> <p><i>Tip: For soft costs and customer soft costs, the \$/hr value typically does not change. However, the \$/hr may change if you're changing who's responsible for completing a task/process in the future.</i></p> <p><i>Tip: you can find average salaries for all City positions linked in the <a href="#">resources section of the Peak website</a>.</i></p>

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	<p><b>[Hard Costs]</b> List the material costs associated with your process (e.g. printing, mileage, supplies, etc.)</p> <p><b>[Customer Soft Costs]</b> List the cost of your external customer's time. Typically, \$25/hour for a Denver customer.</p>	
 Errors	<p><b>Equity Errors:</b> List any metrics that capture errors in your process attributable to inequities. As an example, the percentage of a specific population that cannot access your process because of a systemic barrier. In some case, when you don't have specific metrics, you can describe the inequity.</p> <p><b>Operational Errors:</b> List how many widgets produced, or what percent of the work completed, results in an error (e.g. requiring rework, having defects, etc). In some cases, when the error rate is not relevant, you can describe the errors in the process.</p>	<p><b>Equity Errors:</b> List metrics that capture what you anticipate will be errors in your process attributable to inequities after your innovation. Or, in the event you do not have metrics, describe how the error will be improved.</p> <p><b>Operational Errors:</b> List how many widgets produced, or the percentage of the work that you anticipate will be completed in error after your innovation. Or, describe how the error will be improved.</p>
# Amount	<p>List the frequency of your process – how many widgets do you produce? How many times do you have to do this process per day/week/month?</p>	<p>List the frequency you anticipate for your process after you implement your innovation.</p>
 Time	<p><b>[Staff Time]</b> List how long your process takes for staff to complete.</p> <p><b>[Customer Time]</b> List how long your process takes for your customer to complete.</p>	<p>For each time listed in the current state, list how long you expect the process to take after your innovation.</p>

<b>Yearly Cost (Annualized)</b>	<p><i>Calculate the total cost of your current process for the entire year. It can be helpful to calculate the three different types of costs separately (soft costs, hard costs, customer costs).</i></p> <p><i>Tip: Double check and make sure your units align (e.g. if salary is listed in dollars/hour, convert time to hours as well).</i></p>	<p><i>Calculate the total anticipated yearly cost for your future process.</i></p>
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<b>Yearly Savings (CS Cost – FS Cost)</b>	<i>Calculate: Current State Yearly Cost – Future State Yearly Cost</i>
<b>Yearly Savings to Customer (Value of Customers Time)</b>	<i>Calculate: Current State Customer Yearly Cost – Future State Customer Yearly Cost</i>

## Gap Analysis – What holds us back from our Future State?

*Include information gathered from using the Gap Analysis tools (e.g. Process Map, Fishbone Diagram, Spaghetti Diagram, Communication Circle, 5-Whys). Ideally, include the photos or digital copies of your tools here. If you don't have these, you can include a description of the take-aways from your usage of these tools.*

	<b>Waste Observed (Check All that Apply)</b>		<b>Waste Observed (Check All that Apply)</b>
<input type="checkbox"/>	Defects	<input type="checkbox"/>	Transportation
<input type="checkbox"/>	Overproduction	<input type="checkbox"/>	Inventory
<input type="checkbox"/>	Waiting	<input type="checkbox"/>	Motion
<input type="checkbox"/>	Non-Utilized Talent/Things	<input type="checkbox"/>	Excessive Processing

## Brainstorming

If we...	Then we...	Experiment Outcome
<i>List out your brainstorming ideas for how you will address your problem and overcome the barriers outlined in your Gap Analysis. In this column, put the action you might take.</i>	<i>In this column, list the expected outcome based on the corresponding "if we" action.</i>	<i>Do a test run of your "If We/Then We" pairs and note what the outcome of that test was. Or, if you decided not to implement the idea, note that as well.</i>

## Action Plan (What Did You Do?) 1-2 Sentences

Action Item	Assigned To	Due Date/Date Completed
<i>Based on the items you brainstormed choose the best solutions that you would like to carry forward and list out the actions you need to take to implement those solutions.</i>	<i>List who is responsible for ensuring the corresponding action item is completed.</i>	<i>Initially, list the targeted date for completion. As you complete items, revisit this section and update the date to the date completed.</i>

## Please Add Photos or Screenshots of What You Did

*This section is the proof of your innovation. This can include screen shots, physical photos, or send a document as an attachment and simply note "see attachment" here.*

## Results (How is Everyone Better Off?): 1-2 Sentences

*Write a brief description of the outcome of your innovation. Remember, it's okay if it wasn't the success you were hoping for.*

## Results: Updated Metrics

Metric	Current State	Future State	30 Day	60 Day	90 Day
Qualitative	<i>Copy the contents from the Current State section on page one (i.e. the red section) and paste them into this column.</i>	<i>Copy the contents from the Future State above (red section) and paste them into this column.</i>	<i>After you implement your innovation, measure your results in regular intervals. Note the results of your first measurement in this column.</i>	<i>Note the results from your second measurement in this column.  Tip: the 30/60/90-day intervals are an option but your process may call for shorter or longer intervals, depending on how frequently it occurs.</i>	<i>Note the results from your third measurement in this column.</i>

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Money					
Errors					
Amounts					
Time					
Yearly Cost					

## Lessons Learned

What Went Well (+)	What Didn't Go Well/Needs Changed (Δ)
<p><i>After you complete your innovation, note what went well. This can be related to both the outcome of the innovation as well as the process of implementing the innovation. It can be helpful to collect feedback from all innovation participants.</i></p>	<p><i>Similar to the (+) section, note what didn't go well related to the outcome of the innovation or the process of implementing the innovation. Incorporate the feedback of all innovation participants. Ideas noted here may lead to future innovations.</i></p>

## Additional Innovation Notes Here

*If applicable, use this section for anything not captured above. You can include photos, show your math from the current and future state sections above, or provide any other documentation. If you don't have any additional content, it's fine to leave this section blank.*