



Towards sustainable innovations

Towards sustainable innovations

Unravelling teachers' innovative work behaviour

Workshop

Zuyd Hogeschool **ZU**
YD

Peggy

Introducing myself

Passion for education, learning and development,
change

Implementing innovations in a sustainable way

Different roles

Goal

Unravel Innovative Work Behaviour

Take the first step to sustainable innovations

Dr. Peggy Lambriex

Dr. Marcel van der Klink



Zuyd
Hogeschool

ZU
YD

 samen onderzoekend
ontwikkelen van
inspirerend onderwijs
Lectoraat
Professionalisering van het Onderwijs

Timetable (90 minutes)

Introduction (10 min)

Story telling (10 min)

Theory (10 min)

Questionnaire and
Tool (50 min)

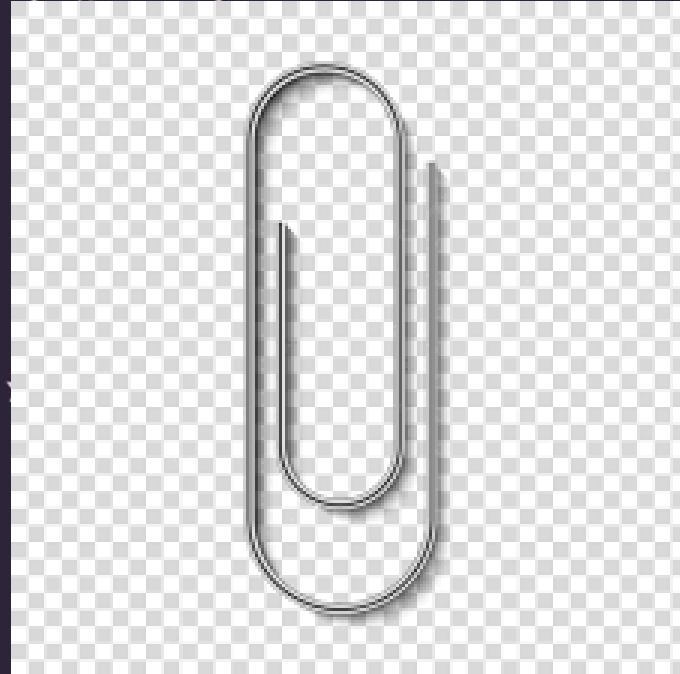
Take home message

Follow up



Introduction members workshop

Storytelling





Society demands

Rapid development of

New Knowledge

Technological advancements

Consequences

Prepare for demands of society

Teachers have to implement New ideas into educational programs





Innovations in education



How do educators
cope with these
fastpaced ★
developments?





Innovative Work Behaviour (IWB)

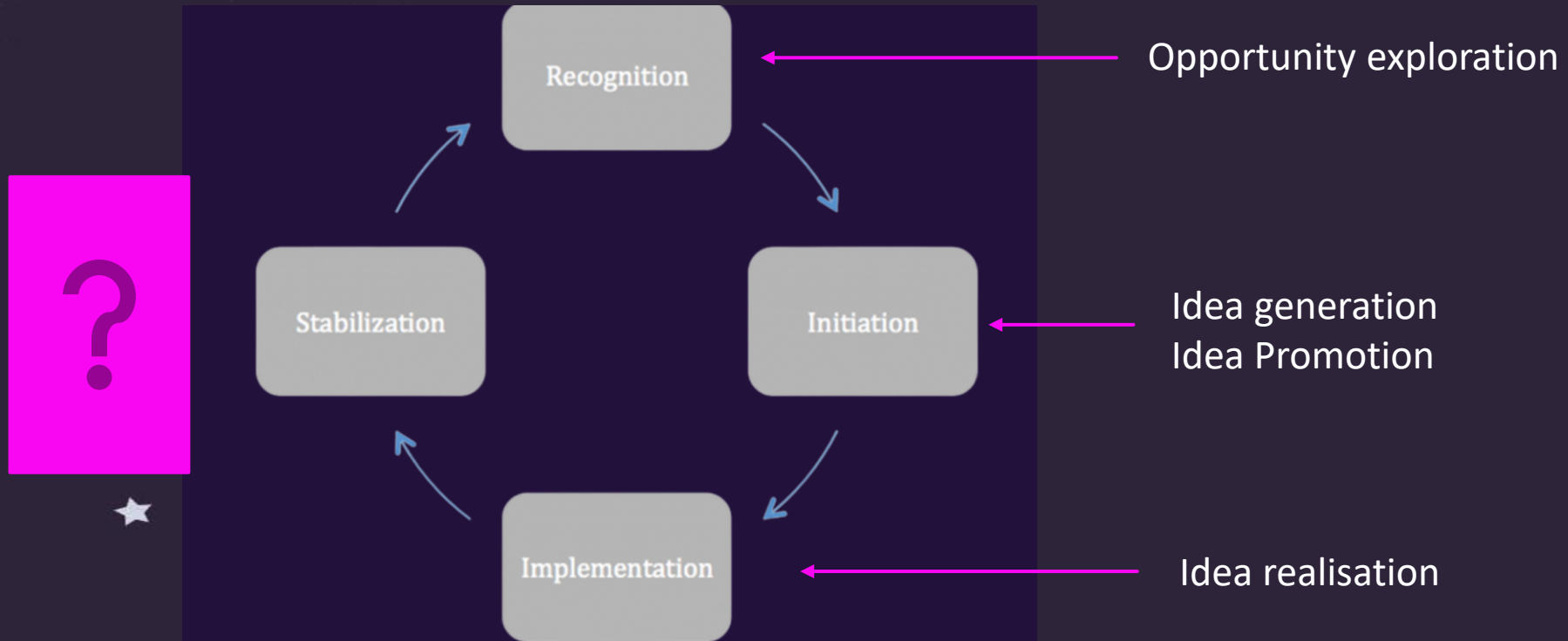
Opportunity exploration

Idea generation

Idea promotion

Idea realisation

INNOVATIONMODEL VS. INNOVATIVE WORK BEHAVIOUR (IWB)



West & Farr, 1989



SUSTAINABLE INNOVATIONS





INNOVATIEF WORK BEHAVIOUR (IWB)

Opportunity exploration

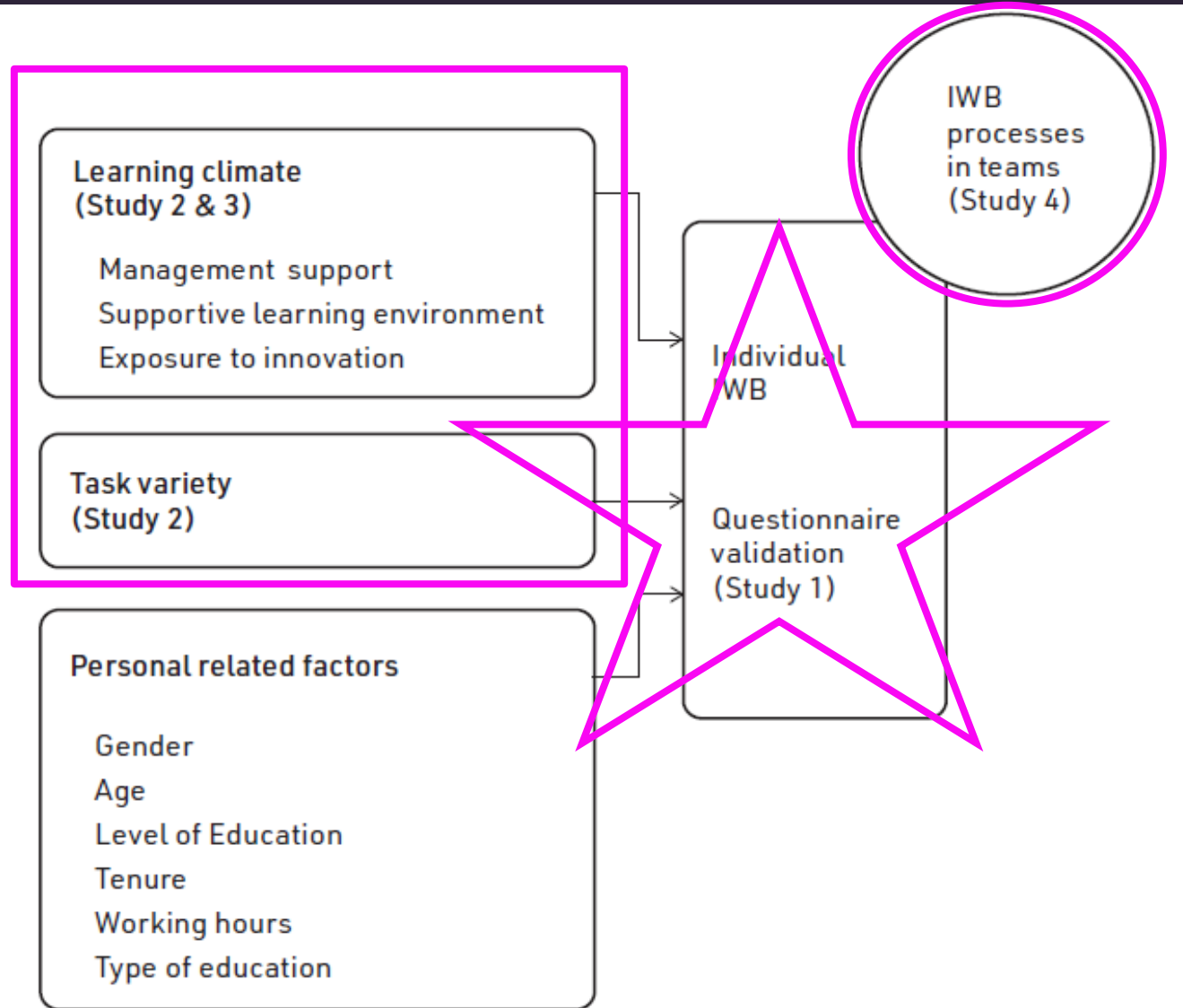
Idea generation

Idea promotion

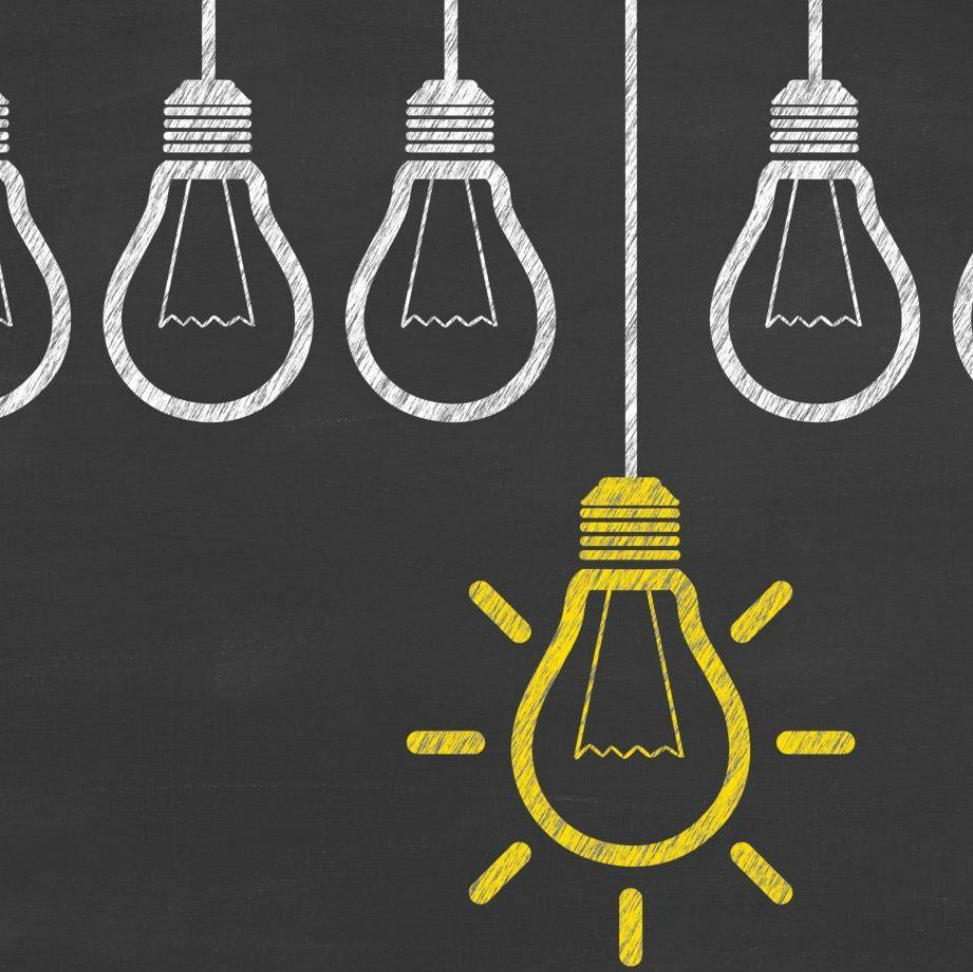
Idea realisation

Idea sustainability

Dissertation:
Peggy Lambriex-Schmitz (2023)
Towards sustainable innovations
Unravelling teachers' Innovative
Work Behaviour.



Main code	Number of quotes	%	Sub code	Number of quotes
Opportunity Exploration	7	0.35	General discussion on current situation and detecting opportunities for innovation	7
Idea Generation	1087	54.6	Critical analysis of the current situation	511
			Suggest ideas in terms of content, assessment, and collaboration	576
Idea Promotion	85	4.2	Promoting ideas	73
			Promoting practical application	12
Idea Realization Criterion Based Implementation	411	20.7	Critical evaluation	231
			Implementation related idea generation	165
			Implementation related idea promotion	8
			Defining criteria	7
Idea Realization Learning Based Communication	339	17.0	Reflection on innovation process	32
			Inform about the process	275
			Strategy development	11
			Ask for input for possible solutions	21
Idea Sustainability Internal Embedding	60	3.0	Analysis and discussion of results	20
			Improvement	28
			Embedding	10
			Professional development	2
			Inform about the process and the results	0
Idea Sustainability External Dissemination	1	0.05	Networking	1
			Scaling up/ expand	0
			Communicating about gaining (results and benefits)	0
Total	1990	100%		



SUCCESS FACTORS

Attention for Idea Sustainability

Learning climate:

1. Management support
2. Supportive learning environment
3. Exposure to innovation

Team composition





WORK WITH TOOL IWB



Tool
Innovative Work Behaviour

Goal

Providing insight into innovative work behavior, tips and advice to promote behavior and creating the right conditions to demonstrate innovative work behavior.

Result

Sustainable embedding of innovations in teams.

For whom

Anyone who works together in a team.

Phase

Innovative Work Behaviour

Opportunity exploration

Closely observing trends and developments in order to identify problems and opportunities for innovation

Idea generation

Generating attention for novel and useful ideas for products, services or processes. Coming up with new ideas.

Idea promotion

Seeking support for the ideas among colleagues and supervisors, keeping them informed about the ongoing process, negotiating with key people about permissions, funding and facilitation.

Idea realisation criterion based implementation

Emphasizes the assessment of the progress of the innovation, based on criteria.

Idea realisation learning based communication

Stresses the importance of information sharing and reflection on innovation development and individuals' professional development.

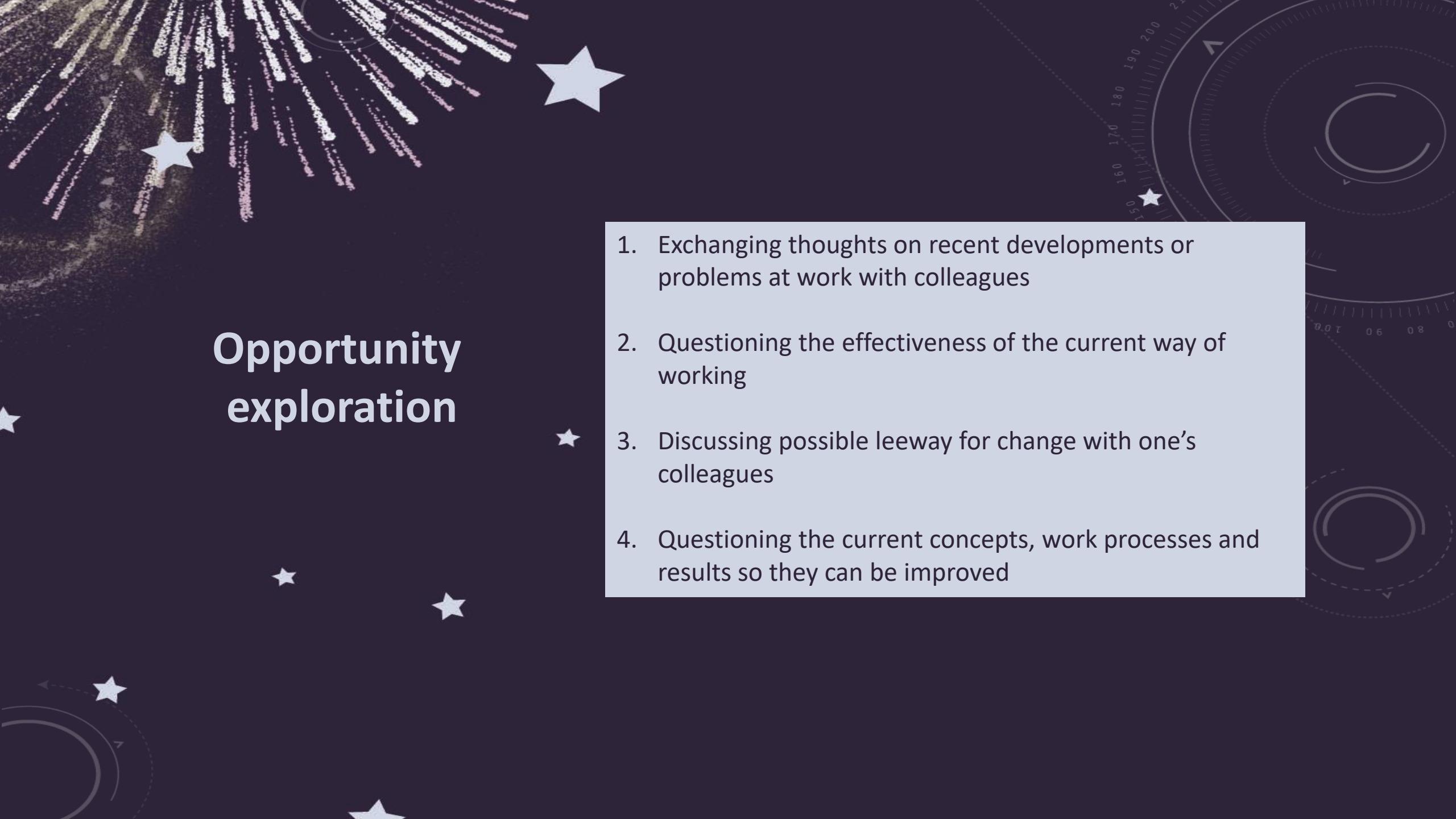
Idea sustainability internal embedding

Anchoring the innovation in the organizational system
Use a systematic approach to follow-up
Analyze and discussion of results
Professionalisation of team and organisation

Idea sustainability external dissemination

Focuses on networking and the broader distribution of the innovative idea.
Communicate about benefits

Phase	Idea sustainability
Opportunity exploration	<ul style="list-style-type: none"> • Make sure the idea fulfills an existing need. Needs of the customer but also of employees, teams and organization. <ul style="list-style-type: none"> • In other words: are people waiting for this? Is there urgency? • Invest in valuable contacts (out of the box). Realize that you can learn from all contacts.
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Opportunity exploration

1. Exchanging thoughts on recent developments or problems at work with colleagues
2. Questioning the effectiveness of the current way of working
3. Discussing possible leeway for change with one's colleagues
4. Questioning the current concepts, work processes and results so they can be improved

Phase	What am I going to do? Who-what-where-when-how	This will be my first action.	Therefore I need
Opportunity exploration			
Idea generation			
Idea promotion			
Idea realisation criterion based implementation			
Idea realisation learning based communication			
Idea sustainability internal embedding			
Idea sustainability external dissemination			

Sustainability



Phase

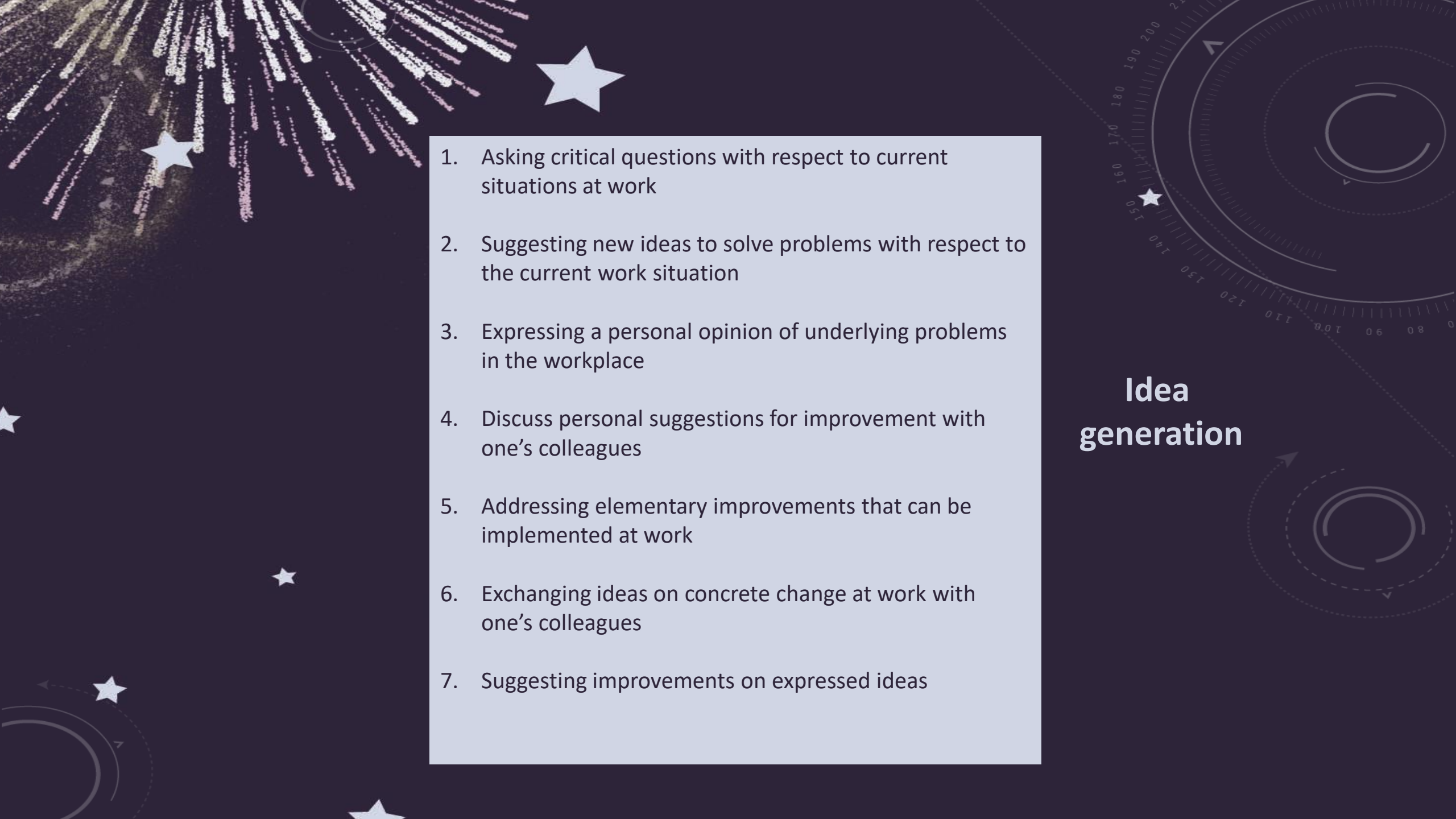
Innovative Work Behaviour

Inspiration

**Opportunity
exploration**

Closely observing trends and developments in order to identify problems and opportunities for innovation

Do I have valuable contacts outside?
Which channels inspire me?
Do I take time for it?

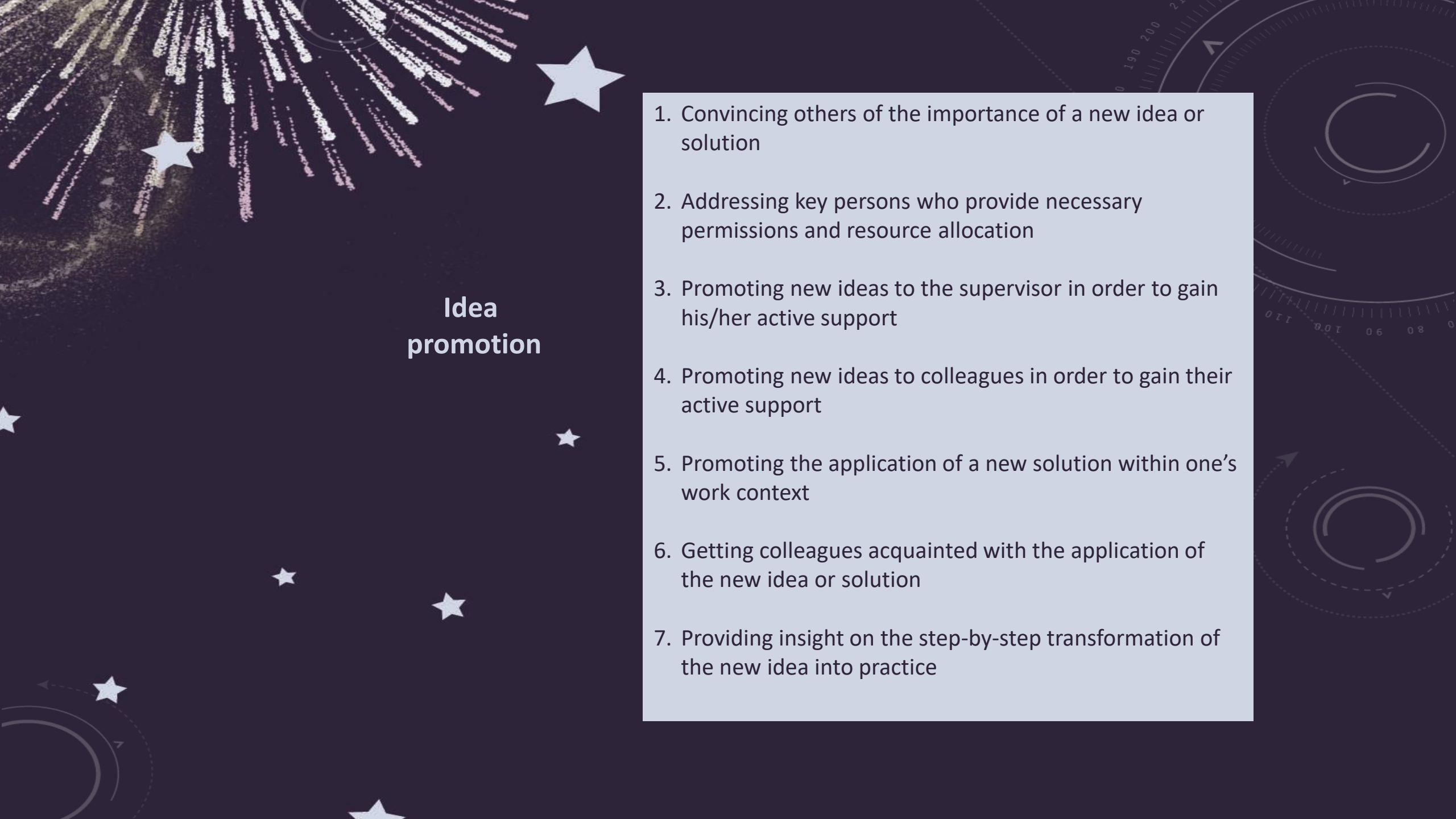
- 
1. Asking critical questions with respect to current situations at work
 2. Suggesting new ideas to solve problems with respect to the current work situation
 3. Expressing a personal opinion of underlying problems in the workplace
 4. Discuss personal suggestions for improvement with one's colleagues
 5. Addressing elementary improvements that can be implemented at work
 6. Exchanging ideas on concrete change at work with one's colleagues
 7. Suggesting improvements on expressed ideas

**Idea
generation**

Phase	What am I going to do? Who-what-where-when-how	This will be my first action.	Therefore I need
Opportunity exploration			
Idea generation			
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Sustainability

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Opportunity exploration	Closely observing trends and developments in order to identify problems and opportunities for innovation	Do I have valuable contacts outside? Which channels inspire me? Do I take time for it?
Idea generation	Generating attention for novel and useful ideas for products, services or processes. Coming up with new ideas.	Could this also solve a problem for us? Which elements can also be successful with us? Or could you improve something? I am inspired, what am I going to do specifically, am I taking the time to make a more concrete plan?



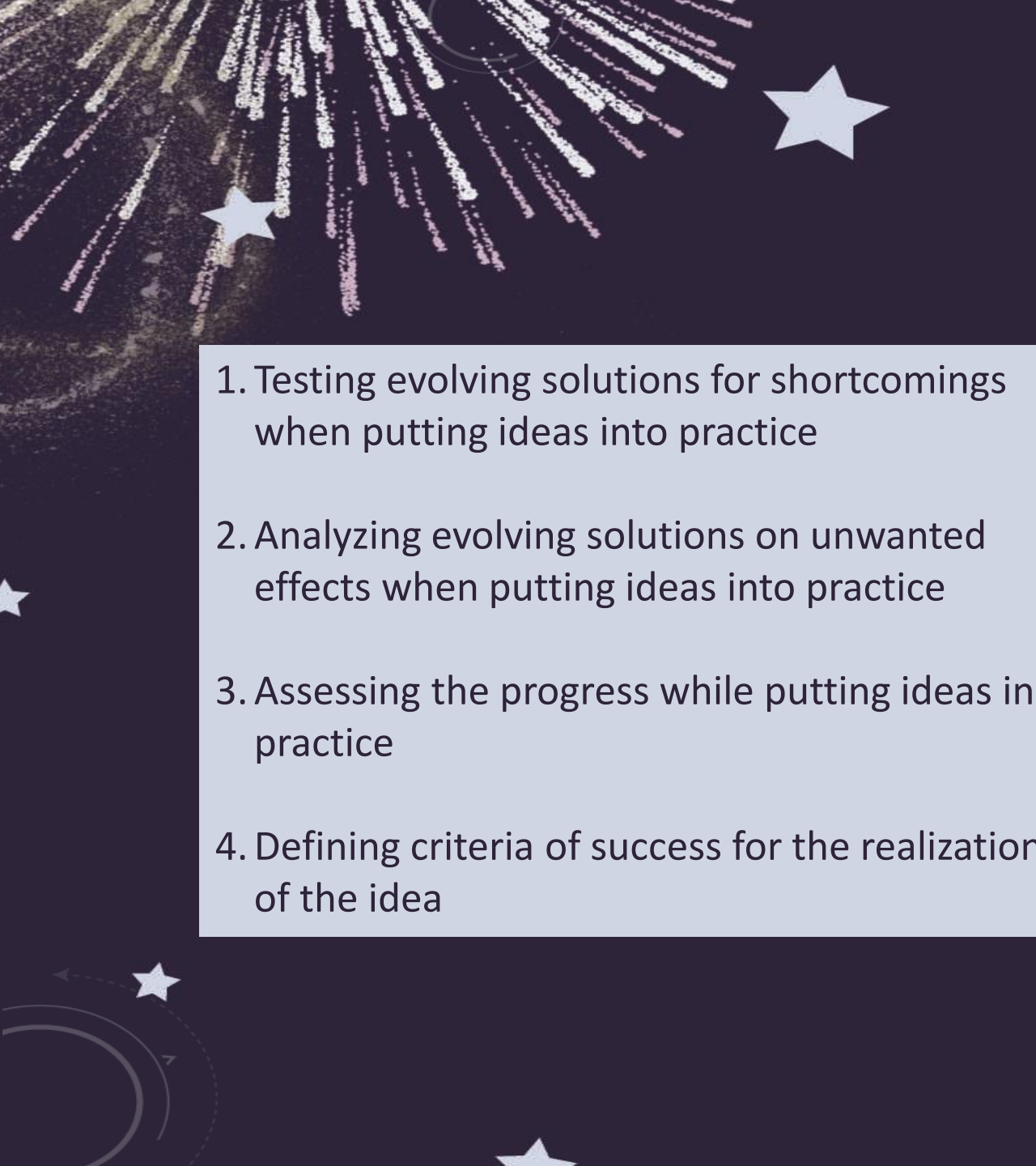
Idea promotion

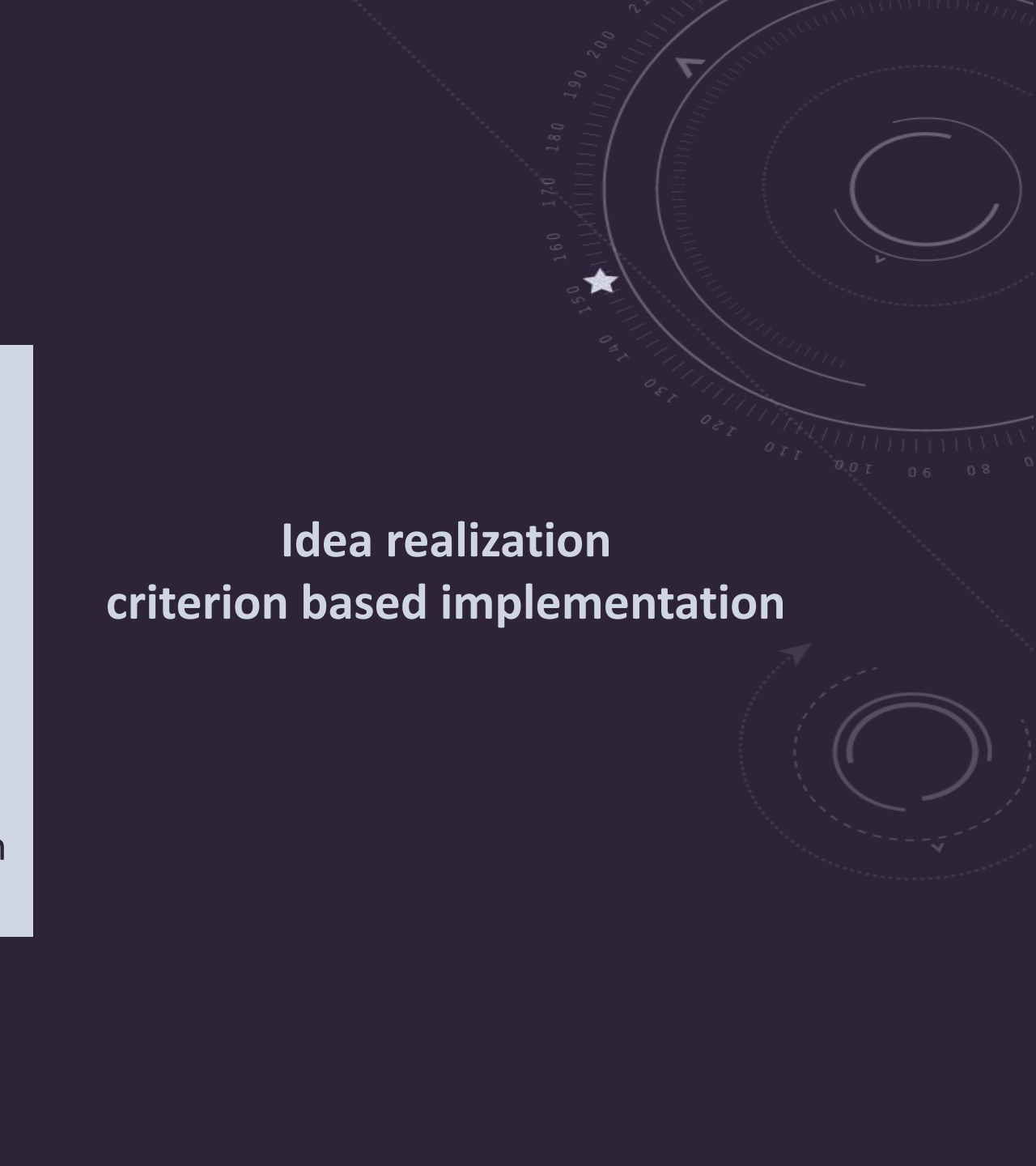
1. Convincing others of the importance of a new idea or solution
2. Addressing key persons who provide necessary permissions and resource allocation
3. Promoting new ideas to the supervisor in order to gain his/her active support
4. Promoting new ideas to colleagues in order to gain their active support
5. Promoting the application of a new solution within one's work context
6. Getting colleagues acquainted with the application of the new idea or solution
7. Providing insight on the step-by-step transformation of the new idea into practice

Phase	What am I going to do? Who-what-where-when-how	This will be my first action.	Therefore I need
Opportunity exploration			
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Idea promotion	Seeking support for the ideas among colleagues and supervisors, keeping them informed about the ongoing process, negotiating with key people about permissions, funding and facilitation.	How do I make colleagues enthusiastic? How do we learn? How can we immediately apply it in practice? How do I get space to implement my idea? Money, time and people..

- 
1. Testing evolving solutions for shortcomings when putting ideas into practice
 2. Analyzing evolving solutions on unwanted effects when putting ideas into practice
 3. Assessing the progress while putting ideas in practice
 4. Defining criteria of success for the realization of the idea



**Idea realization
criterion based implementation**

Phase	What am I going to do? Who-what-where-when-how	This will be my first action.	Therefore I need
Opportunity exploration			
Idea generation			
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Sustainability

Phase

What am I going to do?
Who-what-where-when-how

This will be my first action.

Therefore I need

Opportunity
exploration

Idea
generation

Idea
promotion

Idea realisation
criterion based
implementation

Idea realisation
learning based
communication

Idea
sustainability
internal
embedding

Idea
sustainability
external
dissemination

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The background features a dark blue space theme with white stars of various sizes. In the top left, there are streaks of light resembling fireworks or meteor trails. On the right side, there are faint technical graphics, including a circular scale with numbers like 190 and 200, and some curved lines.

Idea realization learning based communication

1. Keeping colleagues informed about the progress of the realization of the idea (par example using a newsletter or blog)
2. Reflect systematically on recently made experiences while implementing the new idea
3. Reflect critically on one's own actions while putting ideas into action
4. Drawing up possible operational strategies for future and comparable situations
5. Obtaining information from individuals who have already gained experience with the new idea, to discuss possible bottlenecks during the implementation of the new idea

Sustainability

Phase

What am I going to do?
Who-what-where-when-how

This will be my first action.

Therefore I need

Opportunity
exploration

Idea
generation

Idea
promotion

Idea realisation
criterion based
implementation

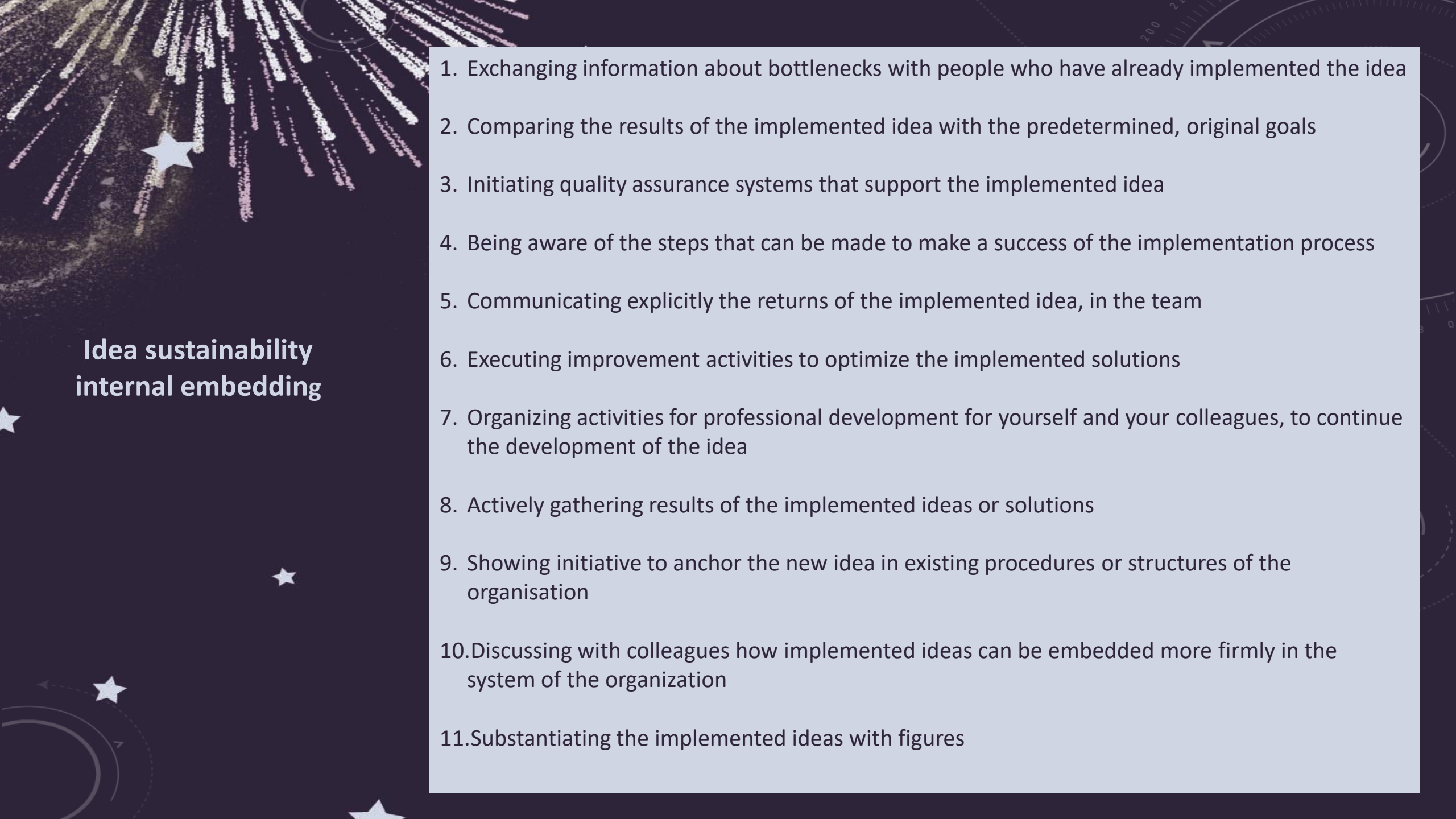


Idea realisation
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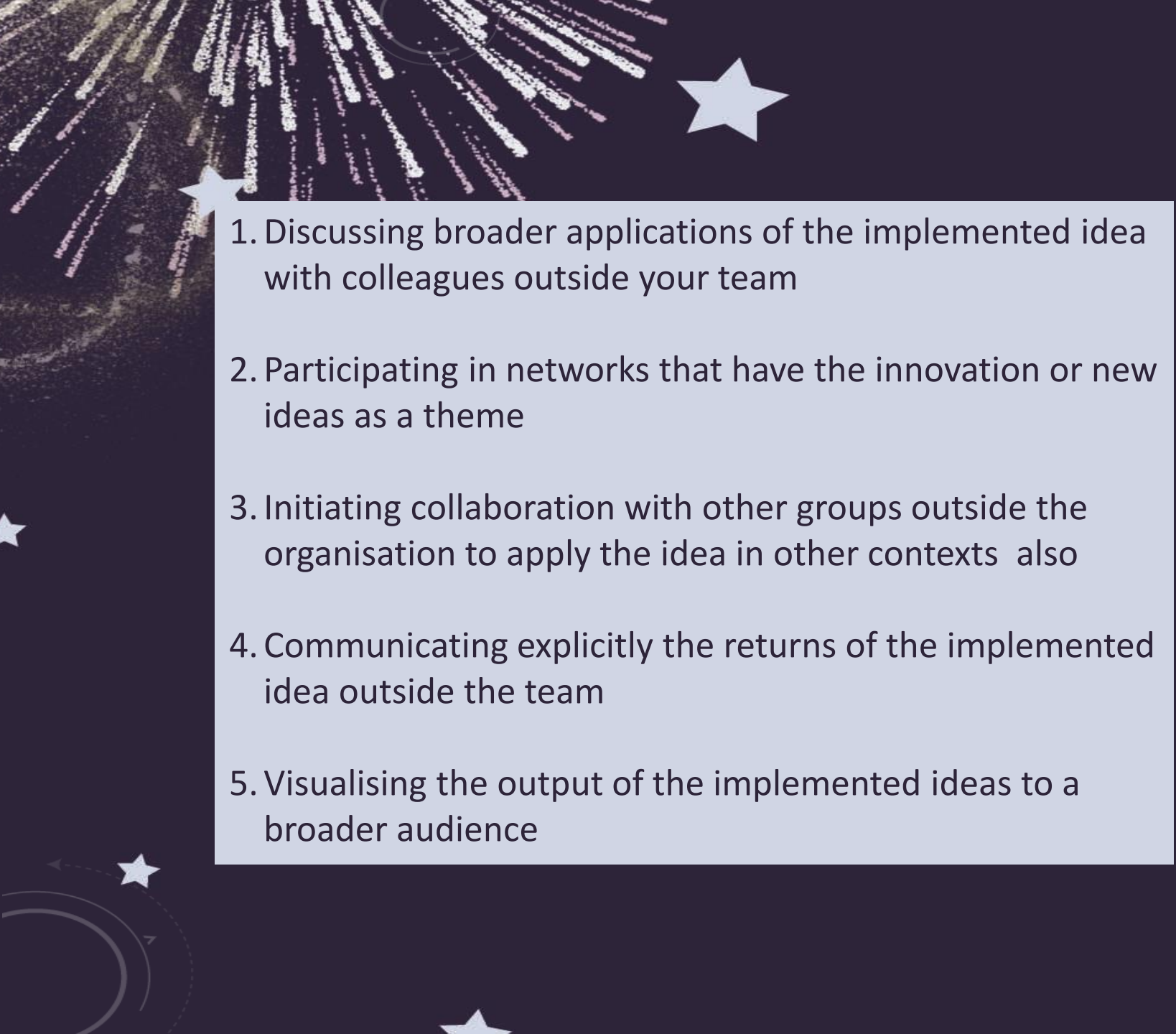



Idea sustainability internal embedding

1. Exchanging information about bottlenecks with people who have already implemented the idea
2. Comparing the results of the implemented idea with the predetermined, original goals
3. Initiating quality assurance systems that support the implemented idea
4. Being aware of the steps that can be made to make a success of the implementation process
5. Communicating explicitly the returns of the implemented idea, in the team
6. Executing improvement activities to optimize the implemented solutions
7. Organizing activities for professional development for yourself and your colleagues, to continue the development of the idea
8. Actively gathering results of the implemented ideas or solutions
9. Showing initiative to anchor the new idea in existing procedures or structures of the organisation
10. Discussing with colleagues how implemented ideas can be embedded more firmly in the system of the organization
11. Substantiating the implemented ideas with figures

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Idea sustainability internal embedding	Anchoring the innovation in the organizational system.	What is needed in the organization to make the innovation successful? Which systems influence it and what needs to change? Are there other stakeholders involved? Do we take time to learn?

- 
1. Discussing broader applications of the implemented idea with colleagues outside your team
 2. Participating in networks that have the innovation or new ideas as a theme
 3. Initiating collaboration with other groups outside the organisation to apply the idea in other contexts also
 4. Communicating explicitly the returns of the implemented idea outside the team
 5. Visualising the output of the implemented ideas to a broader audience



**Idea sustainability
external
dissemination**

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Idea promotion			
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Sustainability



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Idea sustainability external dissemination	Focuses on networking and the broader distribution of the innovative idea.	Have we achieved the result? What could be better? How can we further spread our experiences?

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Innovative Work Behaviour

To make an innovation more sustainable, it is important to think about and take steps with regard to sustainability at every stage during the innovation process.

The tool gives you inspiration per phase to get even more out of this phase than you already do. And gives you tips to immediately pay attention to the sustainability of your innovation.

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Action

This placemat helps you to reflect on what innovative work behavior you already exhibit and what you could do more or better.

It also makes you think about the steps you want to take to promote your innovative work behavior. Starting with the first step/ action.

When you know what steps to take, and make a concrete plan, you create the best conditions for yourself.

Action

Sustainability

Phase

What am I going to do?
Who-what-where-when-how

This will be my first action.

Therefore I need

Opportunity
exploration

Idea
generation

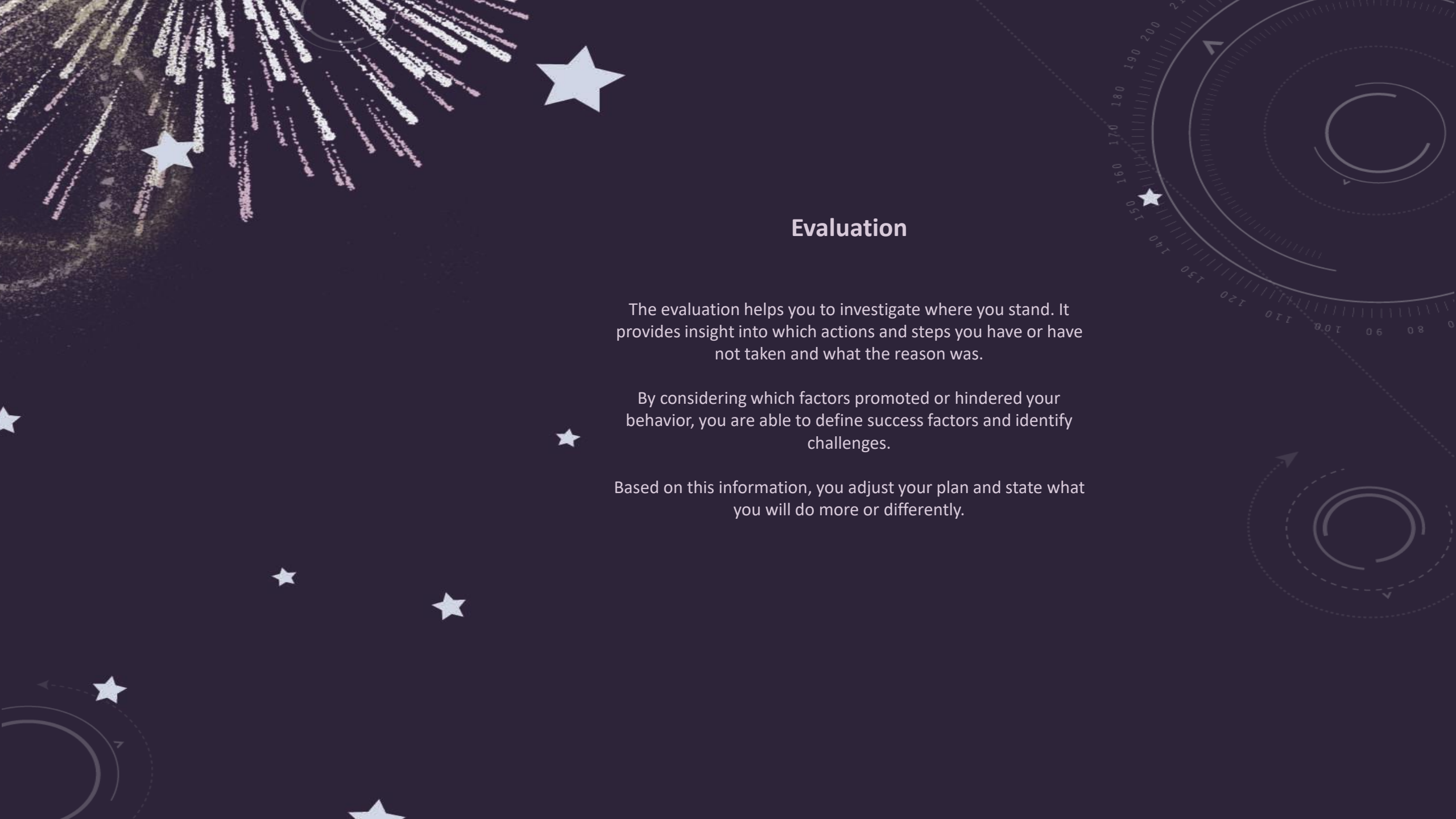
Idea
promotion

Idea realisation
criterion based
implementation

Idea realisation
learning based
communication

Idea
sustainability
internal
embedding

Idea
sustainability
external
dissemination

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Evaluation

The evaluation helps you to investigate where you stand. It provides insight into which actions and steps you have or have not taken and what the reason was.

By considering which factors promoted or hindered your behavior, you are able to define success factors and identify challenges.

Based on this information, you adjust your plan and state what you will do more or differently.

Evaluation

Sustainability

Phase	What has or has not (yet) been achieved?	What held me back or supported me?	I'm going to do this more or differently.
Opportunity exploration			
Idea generation			
Idea promotion			
Idea realisation criterion based implementation			
Idea realisation learning based communication			
Idea sustainability internal embedding			
Idea sustainability external dissemination			

Follow up

Exchanging contact details

When do we meet again?

Seeking for buddy to keep you alert



Take home message



Peggy.Lambriex@zuyd.nl

[Professionalisering van
het Onderwijs \(zuyd.nl\)](https://www.zuyd.nl/professionalisering-van-het-onderwijs)



Contact us

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samen onderzoekend
ontwikkelen van
inspirerend onderwijs

Lectoraat
Professionalisering van het Onderwijs