



Developing a Culture of Innovation in Airports

October 24, 2024
3:00-4:30 p.m.

Today's Learning Objectives

- **Understand key principles of innovation culture**
- **Apply strategies to foster innovation**
- **Evaluate and measure innovation culture**

American Institute of Certified Planners (AICP)

1.5 Certification Maintenance Credits

You must attend the entire webinar to be eligible for credits

Log into the American Planning Association website to claim your credits

American Association of Airport Executives (AAAE)

1.0 Continuing Education Units (CEUs) are available to Accredited Airport Executives (A.A.E.)

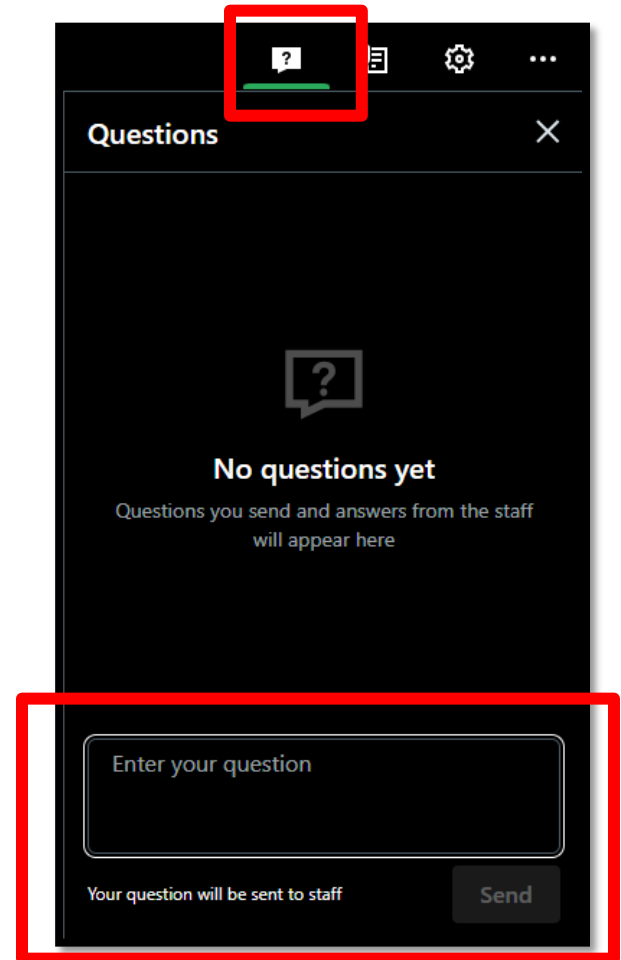
Report your CEUs:
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Questions and Answers

Please type your questions into
your webinar control panel

We will read your questions out
loud, and answer as many as
time allows

#TRBwebinar



Justin Phy

BARICH, INC.

- President and co-founder of Barich, Inc
- Specializes in identifying and understanding airport business needs from a holistic perspective
- ACRP Ambassador Emeritus
- Panel Member for ACRP 11-11 “Facilitating Implementation of ACRP Products.”



Today's Speakers



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ACRP WebResource 16

Developing a Culture of Innovation in Airports

Karen A. Scott, PE, CMP, AAE



Karen A. Scott, PE, CMP, AAE

Co-Principal Investigator

- Principal and Founding Owner for Inspired Strategies LLC
- Former Interim Executive Director and Deputy Executive Director for the Louisville Regional Airport Authority
- Professional Engineer
- Certified Member of AAE
- Certified Change Management Practitioner



ACRP Report 44 Oversight Panel

Cathryn Stephens, Eugene Airport, Panel Chairman

Valerie Churchwell, City of Phoenix/Aviation Department

Benjamin DeCosta, DeCosta Consulting LLC

Mitchell Kilian, Metropolitan Airports Commission

Chuck McFall, Raleigh Durham Airport Authority

Rebecca Didio, FAA Liaison

Aneil Patel, ACI-NA Liaison

Matt Griffin, ACRP Senior Program Officer



ACRP

Playbook for Developing Culture of Innovation at Airports

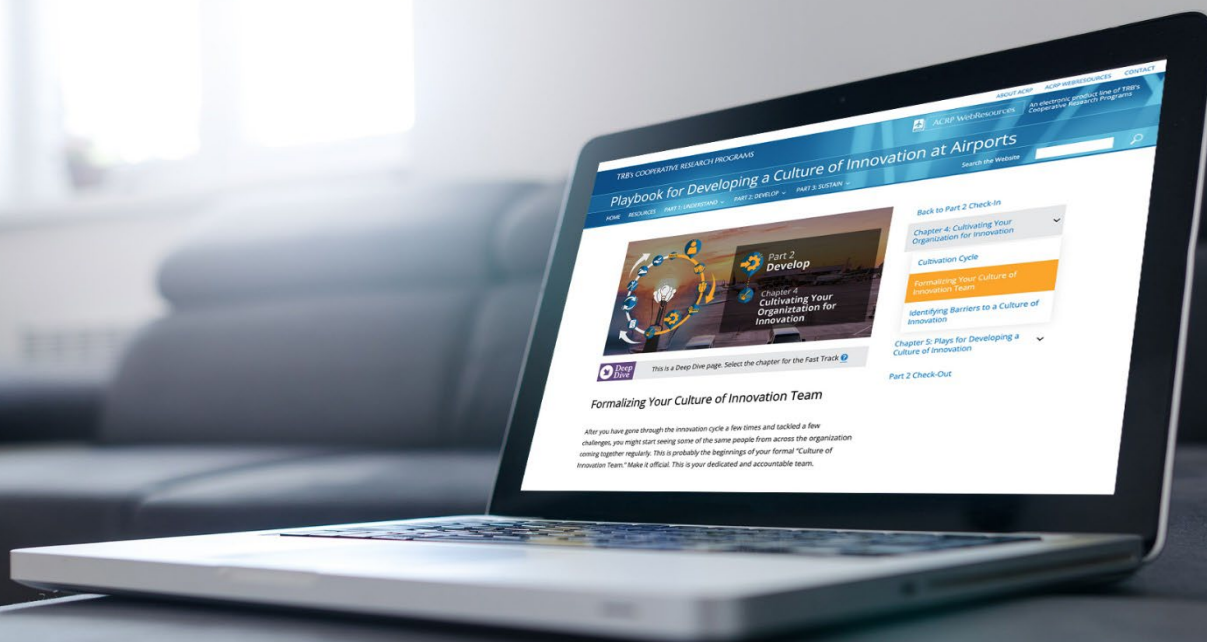
Research Overview





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PROGRAM

OBJECTIVE

A Culture of Innovation



“ The objective of this research is to provide a guide toward fostering and sustaining a **culture of innovation** within the airport environment ”



3 Part Structure

Part 1: Understand key concepts

Part 2: Specific actions to develop a culture of innovation

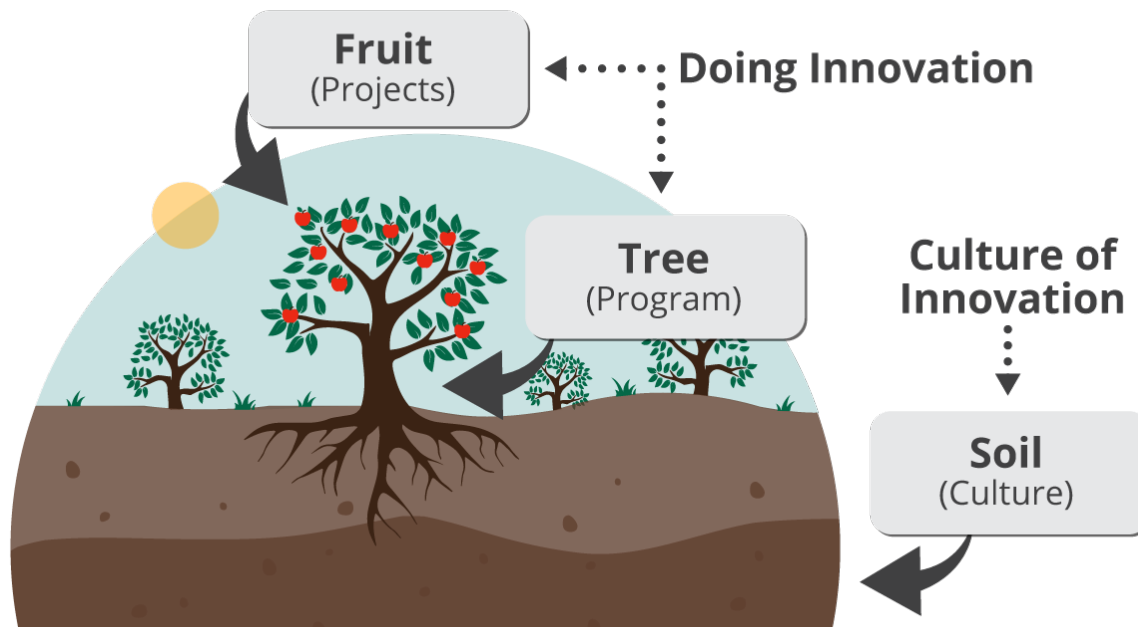
Part 3: Ways to sustain and grow your efforts





Part 1 Understand

A “Culture of Innovation” vs. “Doing Innovation”



Original Fruit/Tree/Soil distinction by Ed Essey, “How to Unlock Your Innovation Growth with Fruits, Trees, and Soil,” Edessey.com, July 31, 2018, <https://edessey.com/fruits-trees-and-soil/>.



Part 1 Understand

What is Culture?

Culture is "the set of shared attitudes, values, goals, and practices that characterize an institution or organization."¹

If an organization had a *personality*, this is what it would be.

Affecting Culture

How Can I Affect It?



Organizational Elements that Affect Culture

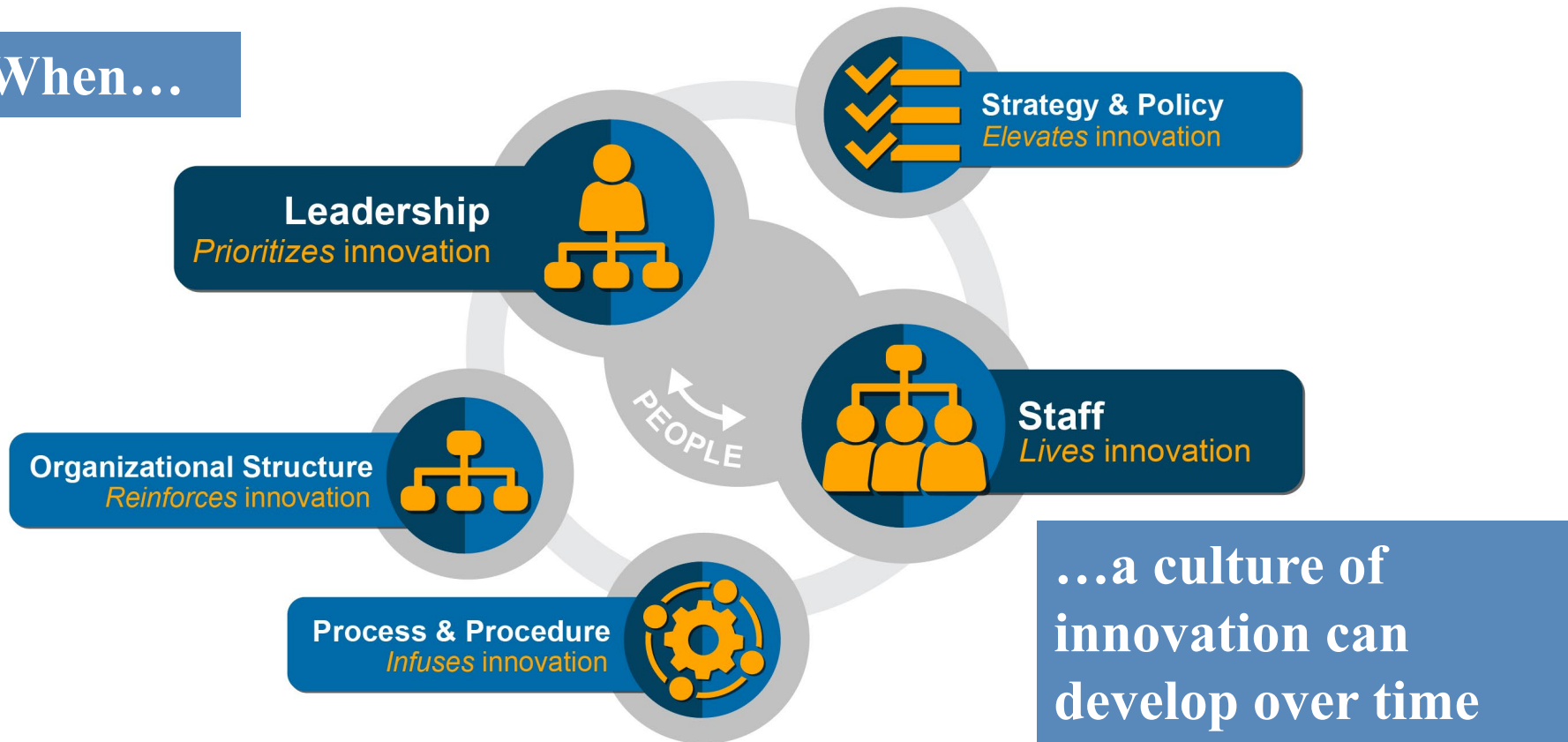
¹ "Culture," Merriam-Webster, Inc., Accessed April 1, 2022, <https://www.merriam-webster.com/dictionary/culture>.



Part 1 Understand

Affecting Culture Toward Innovation

When...





Part 1 Understand

Why Innovate?

Drivers for Innovation

Operational Efficiency

Space Optimization

Revenue Generation

Future Proofing

Airport Reputation



Customer and Employee
Experience*

Health & Safety

Regulatory Compliance

Technology Progression



Part 1 Understand

Positive Personas



Catalyst

Passionate individual always on the look-out for how to engage people, promote new initiatives and make lasting and sustaining changes in the organization.



Enabler

Supportive of the organization and its people to pursue innovation. Actively promotes initiatives to see transformation.



Accelerator

Anxious to get initiatives underway and see results. Works to tear down barriers hindering progress.



Sustainer

Carries out necessary roles and responsibilities to sustain innovation initiatives. Does not actively promote, but also does not discourage others. Someone you can count on to get things done in support of innovation.



Challenger

May *appear* as if they are not on board when they really are; careful and conservative - wants to ensure success.



Part 1 Understand

Negative Personas



Inhibitor

Passively refuses to try new ideas and discourages others from participating in organizational initiatives supporting innovation. May lack the ability to empathize with colleagues and see the big picture as it relates to a culture of innovation. Needs coaching and other hands-on training initiatives to improve their perspective.



Destroyer

Actively seeks opportunities to discourage innovation initiatives, may even consider low levels of sabotage. Lacks emotional maturity and does not work well with others. Unable or unwilling to understand and connect with people around them.



 Part 2
Develop

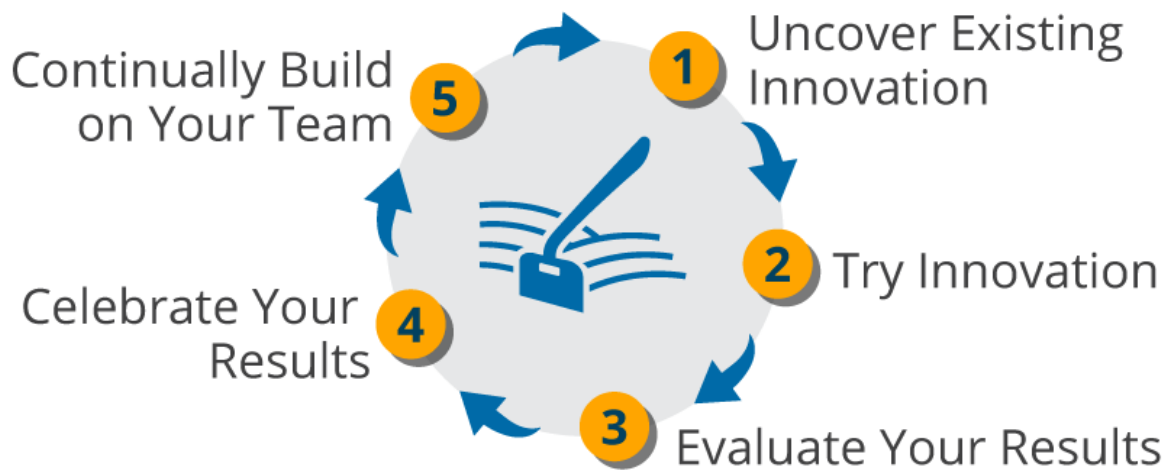


Part 2 Develop

Start Where You Are

Cultivate Your Organization for Innovation

Cultivation Cycle





Part 2 Develop

*Consider 25 Specific Plays to
Develop a Culture of Innovation*



Consider 25 Specific Plays to Develop a Culture of Innovation



Part 2 Develop



Play 1: Prioritize Innovation
Play 2: Empower Staff
Play 3: Drive Change
Play 4: Seek Affordable Solutions
Play 5: Put the Customer First

Play 11: Develop a Unifying Strategic Plan
Play 12: Align Organizational Values to Support Innovation
Play 13: Focus on the Long Term

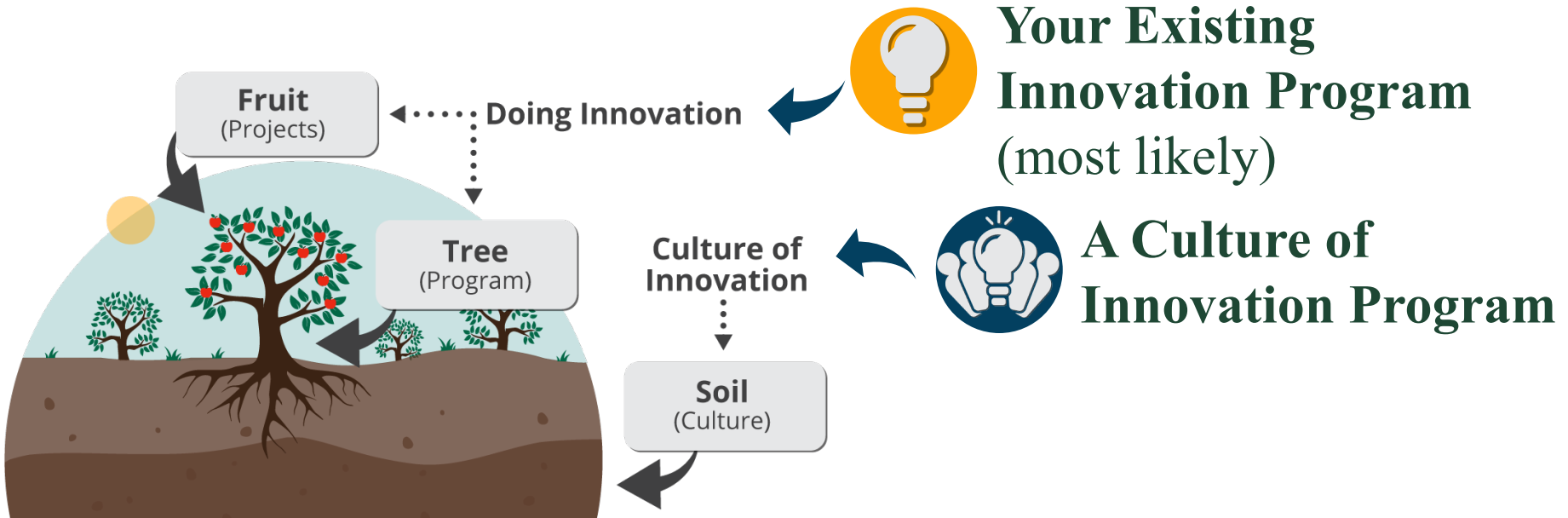
Play 16: Aligning Organizational Structure to Support Innovation
Play 17: Effectively Roll Out Structural-Related Changes
Play 18: Develop Strategies by Business Function to Overcome Resistance to Change
Play 19: Create Collaborative Work Environments
Play 20: Emphasizing Organizational Budgets to Support Innovation

Play 21: Discover What Motivates Employees
Play 22: Structure Speculation Time
Play 23: Provide Innovation-Related Learning Experiences
Play 24: Collaborate With Internal and External Partners
Play 25: Focus on Learning by Transferring Knowledge



Part 2 Develop

“What if I Already Have an Innovation Program?”



Do I add “culture” to my innovation program?
 or Do I need a separate, but integrated effort?

...up to you!



Part 3 Sustain



Part 3
Sustain

Ways to sustain and grow your efforts



Chapter 6: Maintain Your Plays



Chapter 7: Nurture Your Program (Overcome Barriers)



Chapter 8: Grow the Program as a Whole



THANK YOU



FOR ADDITIONAL INFORMATION

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Playbook for Developing a Culture of Innovation at Airports

HOME INTRO PART 1: UNDERSTAND ▾ PART 2: DEVELOP ▾ PART 3: SUSTAIN ▾ RESOURCES ABOUT

Search the Website



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NCHRP PROJECT 20-108

Guide to Creating and Sustaining a Culture of Innovation within DOTs



“ Innovation-the heart of
the knowledge economy-
is fundamentally social.

▶ MALCOM GLADWELL,
Author





20-108 Innovation Lab

A NCHRP PROJECT EXAMINING HOW TO BUILD AND MAINTAIN A CULTURE OF INNOVATION



LEADERSHIP



COMMUNICATION



RECOGNITION



EMPOWERMENT



MEASUREMENT



Self-Assessment

Users evaluate their agencies on a series of factors related to building blocks & the org's innovation level

Pages 5-8

INSTRUCTIONS:

1. Circle or highlight the answer that best fits your organization.
2. Total your score for each section.
3. Complete the score card at the end.
4. Review the assessment based on your scores.
5. Keep your score and retake the assessment again to track progress.

In our organization...	Disagree or Do Not Know	Partially Agree	Agree
▶ Innovation is a core value.	0	1	2
▶ Most of our innovative ideas come from the bottom up.	0	1	2
▶ Leaders regularly challenge employees and encourage them to develop their own solutions.	0	1	2
▶ We have a team of "innovation champions" who are charged with communicating, recognizing, measuring, and training employees to help foster an innovation culture.	0	1	2
▶ Leaders use performance measurement to determine which work units are innovating and which are struggling.	0	1	2
Leadership Score: ____			
Our organization...	Disagree or Do Not Know	Partially Agree	Agree
▶ Has a name, brand, or tagline for its innovation effort that employees recognize.	0	1	2
▶ Regularly shares examples of innovation successes with employees.	0	1	2
▶ Reports on our innovation efforts externally to stakeholders, elected officials, or the media.	0	1	2
▶ Hosts events where participants can learn about innovations that they may be able to implement.	0	1	2
▶ Regularly communicates with employees about importance of innovation.	0	1	2
Communication Score: ____			
Our organization...	Disagree or Do Not Know	Partially Agree	Agree
▶ Provides training to teach employees how to present innovative ideas and measure their effectiveness.	0	1	2
▶ Provides a platform for employees and the public to submit innovative ideas.	0	1	2
▶ Pilots ideas to reduce risk and make sure the cost of failure is contained.	0	1	2

Innovation Culture 101

Who is responsible for innovation culture:

- DOT Executives
- Innovation Team
- Innovation Implementers

Section 3.0 – Innovation Culture 101

Developing a culture of innovation is both art and science. In this study, the research team surveyed hundreds of transportation practitioners across the country and received more than 200 thoughts on what constitutes an innovation culture. While the results were wide-ranging, some common themes emerged regarding the key aspects of a thriving culture of innovation:

- ▶ **Change that is embedded** into the fabric of the organization where **employees** do not ask how they can **change**, but suggest where change is needed.
- ▶ An **environment** that **fosters new** ideas or methods and an opportunity to **test** them.
- ▶ A **leadership-inspired, employee-embraced environment** for introducing, promoting, and taking **managed risk** to pursue **new ways of doing business**
- ▶ A working **environment** that **cultivates engagement** and enthusiasm, **challenges** employees to take **risks** within safe limits, and encourages independent thinking to bring about positive **change** in the organization
- ▶ A place where good ideas and **new ways** to solve challenges – on a large or small scale – are encouraged. **Resources** are allocated to support new initiatives, instead of people having to **work around** the system to **try new things**. **Failure** is tolerated rather than punished.

These themes are supported by research, including the literature review presented in *Appendix C* and the case studies presented in *Appendix A*. More importantly, these themes are at work in DOTs and other transportation agencies across the country.

Many DOTs have explored both the art and science of building and sustaining a culture of innovation. It is not easy, but it is rewarding and can be transformative. This study attempts to balance anecdotal experiences shared with the researchers by DOTs with an objective research approach. Learn how to put research into practice by reading the examples provided in the *Building Blocks*. For a quick primer on innovation culture principles, especially in the public-sector transportation arena, read on.

What is a culture?

According to *The Public Innovator's Playbook: Nurturing bold ideas in government*, by William Eggers and Shalabh Kkumar Singh, the culture of an organization is defined by beliefs, behaviors, and assumptions that have accumulated over time. Culture is transmitted both formally with rules, regulations, and hierarchies, and informally via norms, unofficial guidelines, and casual conversations.² Culture can also be transmitted by stories.

“Whenever there’s a discrepancy between current culture and objectives of change, culture always wins.”

– Daryl Conner
Change Management Expert

If you create new rules but do not change informal structures, employees are not likely to change their behavior. Trying to implement one or two innovation strategies, such as holding an annual innovation contest, will not be sufficient to create or sustain a culture of innovation. DOTs must shift from hierarchy to inclusion, from ownership to collaboration, and from invention to adaptation. Rethinking organizational boundaries, acquiring or building new skill sets and creating flatter organizations is required.



Managing Risk

- Small victories add up.
- Strive for continuous improvement.
- Innovation comes in different shapes and sizes.
- Embracing and learn from failures.
- Data can help to improve chances of success.

perfect
is the
enemy
of the
good.

Voltaire





Kiewit

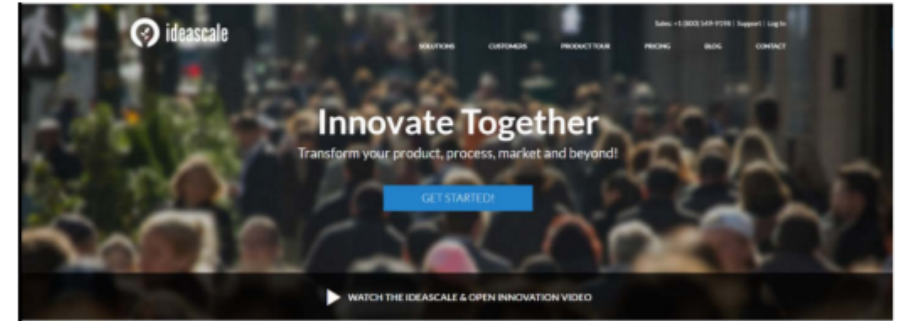
The risk of not doing something is worse than building a business case then evaluating the concept



Leadership Block

- Make innovation a core value
- Walk the talk
- **Remember that bottom-up beats top-down**
- Challenge personnel
- Use an innovation team
- Align employees

- ▶ **Crowdsourcing ideas website** - Caltrans uses a third-party digital platform called IdeaScale to help its 20,000 employees innovate. The IdeaScale-hosted website gives employees at any level a simple 24/7 way to submit, comment on, and vote for ideas. At Caltrans, the IdeaScale system is used to select innovations with the most votes for further evaluation and implementation. The idea of crowdsourcing innovation came in part from efforts to learn how innovation works at tech businesses in California's Silicon Valley.



- ▶ **Innovate ITD! SharePoint Site** - To make innovation easier, ITD's Innovation Team created a web platform using SharePoint. The tool functions as a digital suggestion box. The form used for the idea submission requires submitters to quantify impacts in terms of hours or dollars saved. An autoreply email goes to the person who submitted an idea through SharePoint, encouraging them to reach out to their innovation stewards. In addition to capturing ideas, the site tracks progress on the ideas once they are implemented and shares the results with other employees to encourage them to submit ideas as well.
- ▶ **Times 7** - Times 7 is a feature of the *Innovate ITD!* SharePoint site that allows employees to search ideas by district. This feature allows people in different districts to learn from each other and spread ideas across the state.

CHALLENGE PERSONNEL

Senior leaders should pick broad challenges that are aligned with mission-critical business goals, and then get out of the way. Let employee teams own the process of finding solutions to challenges. The concept is to motivate, coach and empower, not micro-manage.

- ▶ **Leaders set Google's strategic goals and let innovation follow** - Leadership's approach at Google is to set broad strategic goals, then step back to let employees innovate to achieve them. Setting the right challenges for employees to focus on is an important leadership role that is instrumental in creating and sustaining Google's innovation culture.
- ▶ **Utilize teams and give them challenges** - At Kiewit, the innovation team selects challenges on a monthly, quarterly, and annual basis. Monthly challenges are generally small-scale, while annual challenges are 4-to-6-month efforts led by teams of employees in the Kiewit leadership development academy.

USE AN INNOVATION SWAT TEAM

Tools, training, metrics –

what could possibly go wrong?





Empowerment Block

- Make the case for empowerment
- Crowdsource innovation
- Provide innovation training
- **Foster an “it’s your baby” attitude**
- **Promote teamwork**
- **Stimulate competition**
- **Always say “yes AND”**
- Iterate quickly, fail fast
- Manage the risk management



Communication Block



Recognition Block

New York City 5th Avenue

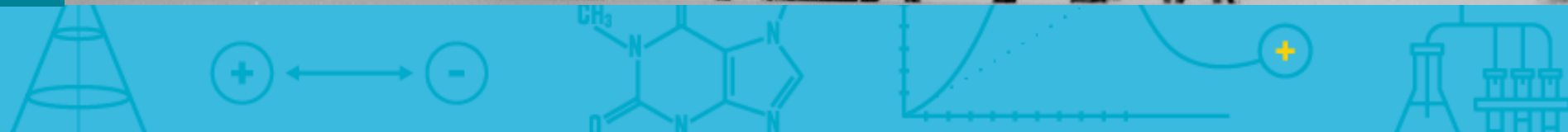
1900

Where is the car?

Credit Tony Seba



National Archives

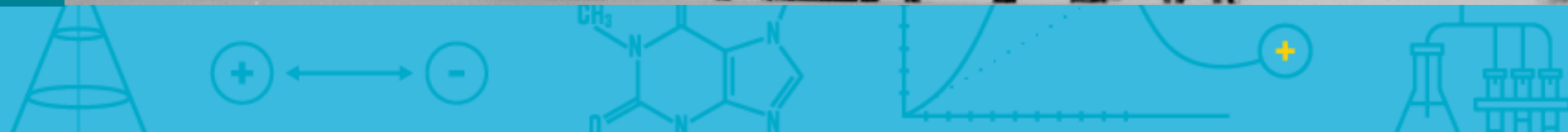


New York City 5th Avenue

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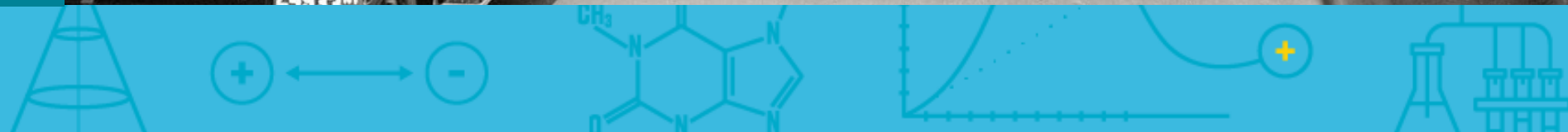


New York City
5th Avenue

1913

Where is the
horse?

Credit Tony Seba

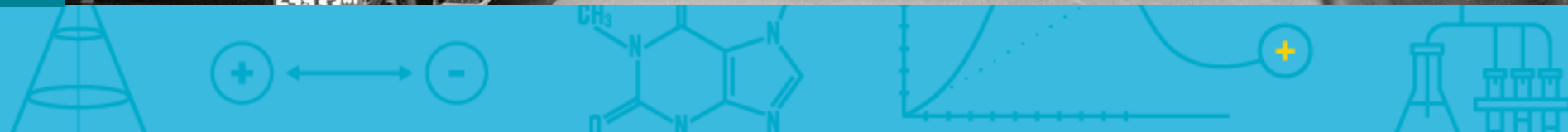


New York City
5th Avenue

1913

Where is the
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It's got to be about people

**AGNES suit
MIT Age Lab**

**2025 TRB Annual Meeting:
Customer Experience/Empathic Leadership
Panel and Exhibit**

Today's Speakers



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November 20, 2024

**TRB Webinar: Intermodal Passenger Facility Trends in
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January 5-9, 2025

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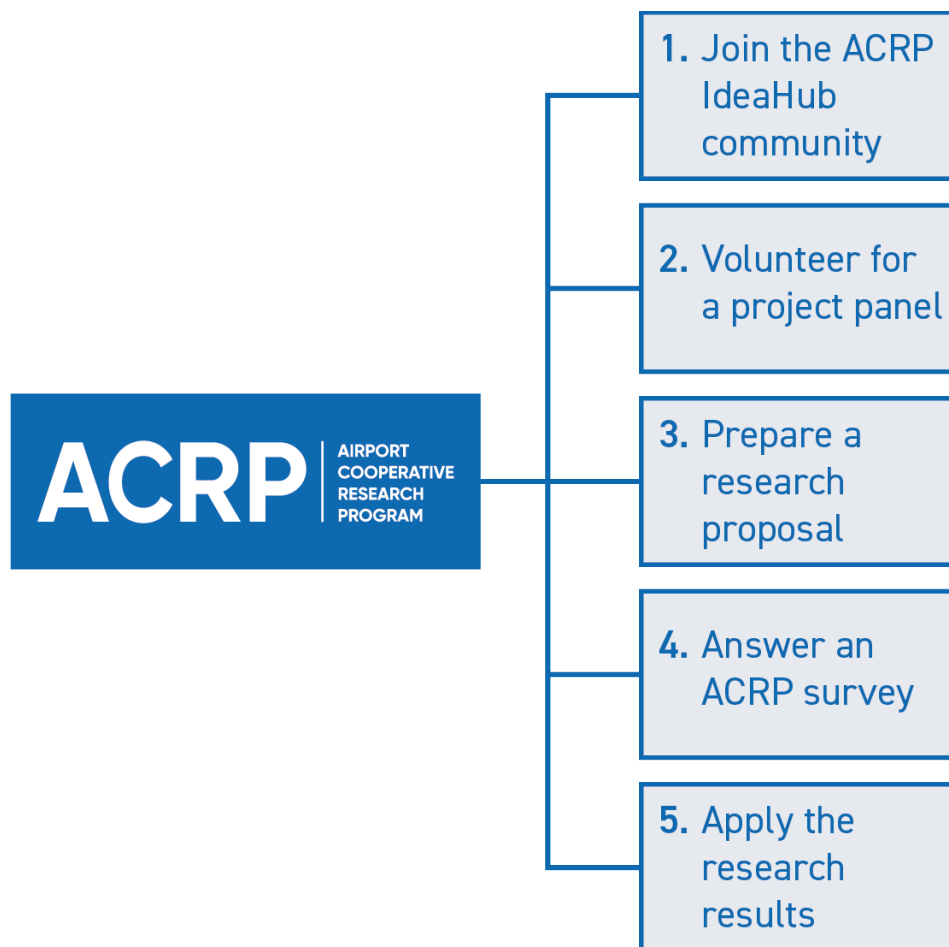
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