



WINN METHODOLOGICAL GUIDE

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WINN Methodological guide

1. Objectives of the WINN Project and of its methodology

Currently, competitiveness of companies is strongly dependent on their innovation capacity. Especially SMEs in non-technological industry struggle to establish innovation capacity and foster innovation culture. In SMEs innovativeness and innovation processes are strongly dependent on the entrepreneur¹. It's the role of the leader to establish and cultivate a working environment that embraces unorthodox thinking and its application within a highly inclusive culture that pools all employees (independently from their positions) into contributing to innovation. Such culture is required to successfully compete in markets defined by rapid change, regardless of industry. Therefore, to successfully compete in the modern market, SMEs leaders need to understand relevance of inclusive innovation and be able to cultivate pro-innovative environment within their organisations. Effectively embracing innovation as a value and activity within an organisation is dependent on everyday behaviours - How people interact? What they do when someone comes up with new ideas? How they react to mistakes, failures or successes of their own or others? Do behaviours change when leaders are around? etc.

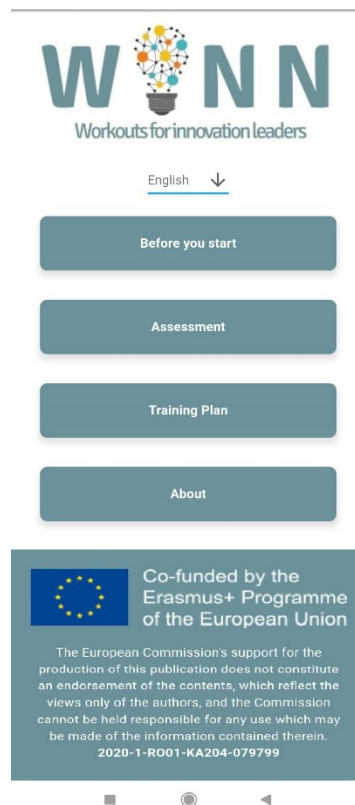


Source: [Pixabay.com](https://pixabay.com)

In that scope, it's the leader's role to make sure that people feel safe to engage in innovation, as it requires taking risks, exposing themselves and getting out of the comfort zone. Innovative leader objectives include, among others, enabling the team to solve problems (rather than micromanage), make sure there is no double standards depending on hierarchy, sex, department etc., encourage collaboration and activate knowledge resources of all employees. Despite common association of innovative leaders as brilliant inspirational geniuses, leading for

¹ Zucchella, A. & Siano A. (2014), Internationalization and Innovation as Resources for SME Growth in Foreign Markets, *International Studies of Management & Organization*, 44:1, 21-41

innovation is about building safety, collisions, sense of belonging and direction. Pro-innovative leaders work as enablers and greenhouse the potential of their teams by providing the right tools². That requires a proper mindset, authenticity, in depth knowledge of their team and recognition for employees' value, overcoming personal and organizational biases and other cognitive and behavioural adjustments. Thus, to prepare leaders to introduce and foster inclusive innovation, the WINN project offers an unique personal capacity development program that looks to help leaders to be better prepared to build innovative environment and organisations. The WINN methodology and the tools developed to deliver it aim to help SMEs managers adjust their behaviours and beliefs that are crucial for inclusive innovation culture. To this end, it specifically aims at definition of habits/routines to be targeted for change (IO1 – WINN customisation methodology) and of the specific mechanism to do so (IO2/IO3 – WINN Workouts and toolkit). To obtain the general objectives, the WINN Workouts Methodology has been developed with a strong integration of the workouts with supporting tools (IO3) and the Customisation Methodology (IO1) in mind, and accounting for specific requirements of mobile application as a form of delivery to the target users.



In this document we will help you understand the methodology behind the WINN workouts and mobile app. This will help you as an adult educator or an agent working in support to SMEs and/or entrepreneurship to understand how you can use the WINN Project results in your job, or adapt the WINN approach to your work.

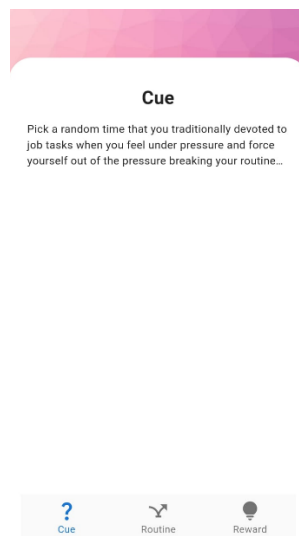
² Coyle, D. (2019), *The Culture Code : The Secrets of Highly Successful Groups*, Cornerstone, London, United Kingdom

2. Habits and the WINN workouts framework

While logic dictates that our everyday decisions should be taken based on analysis of different factors and available information, in reality more than 40% of our daily actions are not actual decisions, but habits³. Habits can be negative, as well as positive. They emerge, as our brain is constantly looking for ways to allow us to stop thinking about basic behaviours and save the effort to maximise our capacity to process more complex tasks. *Habits are the choices that all of us deliberately make at some point, and then stop thinking about but continue doing, often every day*⁴. Getting habits right, in alignment with specific goals, can lead to relevant efficiency gains at individual and organisational level. To create or change them, a specific mechanism corresponding to the way that they are developed is however necessary.

Habits are a way of the brain to deal with uncertainty. When uncertainty occurs in our life brain looks for familiar signals to decide what should be done in response to circumstances at hand. It looks for something – a tip/ a trigger that will suggest what pattern of behaviour or reaction to the circumstances to apply. Therefore, development of habits is commonly based on a loop focused on 3 specific elements⁵:

1. A cue – a trigger designed to tell your brain that it is a time to implement a specific reaction/procedure/routine.

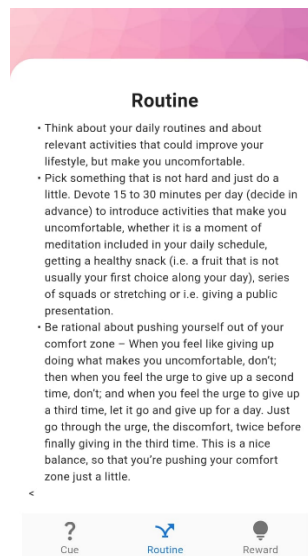


2. The routine/reaction – automatic reaction/response to the cue, which can be physical, as well as emotional or mental.

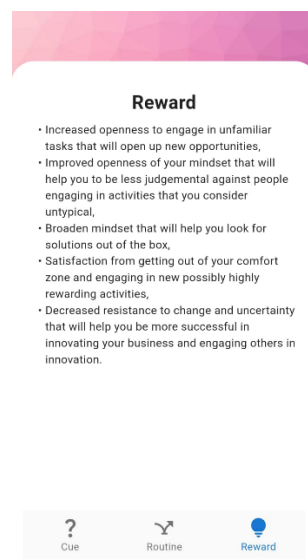
³ Duhigg, Ch. (2019), *The Power of Habit: Why We Do What We Do in Life and Business.*, Random House USA Inc.

⁴ Ibidem.

⁵ Ibidem.



3. The reward – a distinct mark, which allows the brain to notify that the habit loop is over and it's time to move out from this automatic mode, but also that will provide your brain information whether the particular loop is worth remembering. The reward can be physical, psychological or emotional. But it needs to be clearly defined, associated with the specific routine and relevant for the individual.



The habit will be created over time as a result of repetition which will create anticipation of the final mark ('the reward') in our brain. Such habit loops are present in multiple forms in our day-to-day life.

E.g. 1. a cue – your colleague sneezes, 2. The routine/reaction – you say 'bless you', 3. The reward – your colleague thanks you or/and smiles to you (social reward).

After a habit will be established, our brain automatically anticipates the 'joy'/positive feeling associated with the reward, leading to specific craving for this feeling as soon as the specific cue

appears. That is why habits are so powerful, but also why the establishment and consistency regarding ‘the reward’ occurrence is essential for habit creation.

While habits, either bad or good once established cannot be fully eradicated, bad habits can be replaced by good ones. Changing a bad habit is easier to implement if there is something familiar at the beginning and the end. Hence, if you are looking to replace an existing habit with a better one, rather than creating a new habit complementary to others, it should be based on changing the response to the trigger, rather than on the effort to redesign the overall habit loop.

In practical terms, if we are looking to redesign a habit the most desired approach should:

- Use the same cue/trigger as the habit we want to overwrite or adjust,
- Provide the same reward, but
- Change the routine/reaction.

3. WINN approach

Considering the specific WINN objective of triggering cognitive and behavioural change among entrepreneurs and SME managers that could improve their effectiveness in fostering innovation in their organisations, the WINN methodology looks to initiate sustainable change in behaviour of participants. It aims to do so through offering guidance in developing healthy habits relevant to the innovation scope, whether it means initiating relevant behaviour that will help make managed team members feel interested in contributing to innovation and feel safe to do so, or overcoming a bad habit that could make the working environment unfriendly to collaboration and innovation.

To select key areas that should be addressed, the WINN team first conducted the needs and state of the art analysis to identify possible choices, followed by field research with the experts to obtain expert advice and local perspective regarding the research findings (for more details see WINN Customisation Methodology tool). Namely, following WINN research, 6 specific behavioural and cognitive areas critical for effective leadership for innovation have been selected as the WINN focus:

1. Innovation mindset,
2. Emotional intelligence and empathy,
3. Leadership style,
4. Collaborative behaviours,
5. Critical thinking,
6. Overcoming biases in decision making process.

In each of the areas, users have been offered opportunity to work on 12 practices related to key for culture supportive to innovation behaviours/abilities. Each routine/practice follows the logic cue – routine – reward.

1. Cue – defining when, in which circumstances, how often or any other circumstances in which a habit loop should be established.

The cues are resulting from a number of diversified factors:

- a. Location - Where? (i.e. sitting at your desk)
 - b. Time – When? (i.e. at 11, 1 hour after lunch or before you start your computer)
 - c. Emotional State – What’s your emotional state? (i.e. when you feel like you lose interest/get bored)
 - d. Other People – Who else is around? (i.e. when you meet your teammate in the corridor, or while you are around your board members...)
 - e. Immediately preceding action – What action preceded the routine? (i.e. after opening an email/after your employee presentation...)
2. The routine – defining what should happen, what the person should do, how should the person behave.
 3. The reward(s) – a clearly defined benefit that may be relevant for motivating the user to repetitively engage in the routine. Different types of reward are proposed within the WINN workouts. It may be a physical, psychological or emotional reward that will be specifically associated with this particular routine.

It can take the form of a simple emotional reward, i.e. pride from improvement, satisfaction from a job well done or a psychological one, as a peace of mind after dealing with an issue or a release of tension after dealing with a conflict; a social reward, i.e. better relation with a colleague/employee, a smile or allowing yourself a break to chat with a friend after a job well done; a self-reward, i.e. a short walk for a change of scenery, a break to read a favourite journal or check favourite blog, coffee or another treat, or it can be as simple as a mark on a check list etc.

As different people can react to different rewards, a range of rewards has been proposed to be tested by the user and selected at each individual experimentation stage. As a person supporting engagement of final users in the effective use of WINN app, it is relevant to explain to your stakeholders that the rewards can be individually adjusted to each person and the those offered within the WINN solution options are just a few possibilities. The habit loop will be efficient only if the user’s brain will consider the reward sufficiently relevant to remember the loop for the future.

Each of the 72 practices composed of cue-routine-reward is completed with a short reading that will help user understand better what he/she should do and with a short quiz that will help the user verify if he/she understood correctly what and how it should be done. Such a combination of practice and toolkit corresponding to one specific routine has been named within the WINN approach a workout, to underline the need of the user to regularly apply it in one’s professional activity, to reach realistic effect. Additionally, in selected workouts user will find an instructional video to help with his/her progress.

With the total of 72 workouts, the WINN program offers a long-term development approach, that can be adjusted to individual needs and preferences of each user. The mobile application offers the opportunity to assess individual needs and follow an automatically defined set of workouts, corresponding to the weaker areas of the user identified in the assessment process across all the 6 WINN thematic areas (for details see IO1 WINN Customisation Methodology in the attachment).

Alternatively, the user can opt for following the overall set of workouts. Whichever option the user selects he/she will have the option to adjust the program according to his/her own needs:

- by choosing to skip a specific practice if it's not relevant or if it's already a habit of a person by choosing 'Mark as completed' for that specific workout;
- saving a practice for later, if the practice can't be applied on a given day or if the user wishes to come back to the practice in the future, while proceeding with the following practices – 'Save practice';
- or keep repeating the practice until he/she will feel comfortable with the behaviour/ability - 'Repeat this practice'.

Watch the video to learn how to use the WINN app:



Link: https://www.youtube.com/watch?v=F6Bh1n_aP3g&t=1s

4. How can I use the WINN app as an educator?

If you are an educator/trainer or a person involved in support to SME managers, you can help leaders from organisations you are working with to become better prepared to foster innovation simply by letting them know about the WINN app, explaining them why working on the behavioural change is relevant for the success of their organisation and how the app can be of use in the process, explaining them how to use it and encouraging them to do so regularly. You can simply:

1. Share with them the QR codes below:



2. Ask them to search for the ‘WINN’ on the App Store or Google Play, or
3. Access it from:
<https://play.google.com/store/apps/details?id=eu.dcnnet.winn>
<https://apps.apple.com/app/winn-tool-for-sme-managers/id1630544920>

If you work with other target groups i.e. professionals, entrepreneurs, students that look to become leaders in the future you can look to curate a path for their individual need, simply by analysing all the practices offered and advising them on selecting specific practices that will be useful for them within the application and guiding them through the process of downloading and using the app in an individual way.

5. Annexes

WINN Customisation Tool Methodological Guide

5.1. Rationale and development of the WINN customisation tool

Individual characteristics, skills, beliefs and behaviours are of high relevance for the ability of any person to contribute to and to foster innovation. As each person is different and has been shaped by diversified cultural, educational, and social factors across different areas and periods of life, enabling behavioural change that will improve one's ability to foster innovation requires customisation of the development approach to individual needs. It requires focusing on specific areas of development or/and re-education that are:

- i/ relevant for the ability to foster innovation,
- ii/ responding to individual needs of user.

To ensure, in the first place, that the WINN solution targets the areas relevant for the ability to foster innovation, within initial work on WINN Customisation Tool, a two-phase research covering questionnaire research and interviews with experts to validate initial assumptions regarding the areas of key relevance for readiness of SME managers to foster innovation was conducted. Following the results of the research (see the research report for details <https://winn.erasmus.site/winn-customization-methodology-io1/>), and based on the feedback received from experts and SMEs managers, the initial assumptions regarding the areas that are of key relevance for the ability to foster innovation among SME managers were adjusted.

The initial structure for the WINN solution approach which covered 6 areas:

1. mindset
2. emotional intelligence,
3. leadership style,
4. collaborative behaviours,
5. empathy, and
6. how to overcome biases in decision making process,

was adjusted. The structure adjusted to key stakeholders' feedback that was applied across the WINN solution, including the WINN Customisation Methodology and Tool covers all relevant aspects of these 6 areas:

1. Innovation mindset,
2. Emotional intelligence and empathy,
3. Leadership style,
4. Collaborative behaviours,
5. Critical thinking,
6. Overcoming biases in decision making process.

In this way, the partnership introduced critical thinking into the mix, as it was pointed out by respondents to also be a critical ability for SME leaders to foster innovation, as well as addressed

the concern regarding potential overlaps in behaviours related with emotional intelligence and empathy within the program.

Following the final definition of the areas to be addressed, the development of the customisation tool that would allow assessment of individual needs for behavioural adjustment of each user took place together with the development of the WINN workouts. For that, each of the partners responsible for developing a specific module has also developed a set of assessment questions/challenges based on the following logic:

- For each area, a set of 4 questions/challenges has been developed, where each question/challenge is linked to 3 workouts in the area/topic assigned to that partner.
- The questions present a mixture of simple test questions with thinking questions related to realistic problems or situations in the SME environment to balance the need for keeping the tool simple, but realistically assessing the managers' starting point.
- Each answer is worth between 0 to 10 points with answers value varying flexibly within those brackets to reflect as close as possible realistic impact of different decisions/behaviours rather than assigning the artificial arbitrary value to all questions across the assessment (e.g., while in question 1 the second-best answer can value 8 points, in question 2 it can value 6 or 5).

Table 1. Summary of the customisation approach with an example.

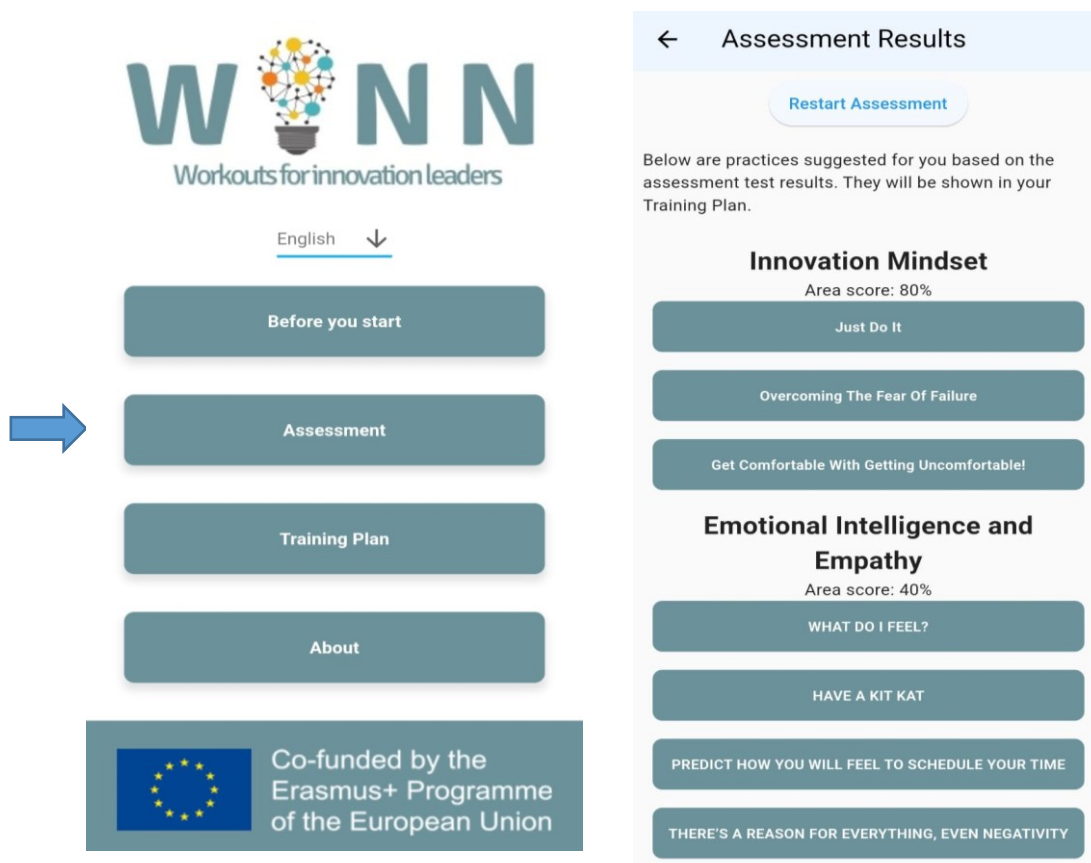
Area	Q1	Q2	Q3	Q4	Outcome:
	When your employee reports to you a mistake your most natural reaction is to: 1. X (0 points) 2. Y (4 points) 3. Z (7 points) 4. ABC (10 points)	Look at the set of pictures and choose the one that best matches your relation/proximity with the employees: 1. A - 0 points 2. B - 3 points 3. C - 7 points 4. D - 10 points	When I'm making managerial decisions, first I always analyse the information based on: 1. My past experiences, 2. Others' opinions, 3. Future forecasts, 4. Current trends.	Fill in the empty spaces with the correct words : Points 0-10	1. Results in % for the overall area for comparison between areas and arranging them from worst performance to best performance. 2. Ordering questions within this area from the most relevant for the user to the least relevant...
Related practices	1 4 6	3 7 11	2 5 9	8 10 12	

5.2. The WINN Customisation Tool

The WINN Customisation Tool is an initial assessment tool implemented within a mobile environment which allows each individual user to check his/her starting point regarding the behaviours/abilities required for fostering innovation across the 6 areas addressed by the overall WINN program:

1. Innovation mindset,
2. Emotional intelligence and empathy,
3. Leadership style,
4. Collaborative behaviours,
5. Critical thinking,
6. Overcoming biases in decision making process.

Through a simple and user-friendly interface, SME managers get the opportunity to test their readiness to foster innovation. Based on a set of thinking and quiz questions related to their behaviours and abilities within the 6 areas, the WINN Customisation Tool defines the starting point of each user and the individual development path recommended.



The image displays two screenshots of the WINN Customisation Tool interface. On the left is the main menu, and on the right is the 'Assessment Results' screen.

Main Menu:

- WINN Workouts for innovation leaders
- English (with a dropdown arrow)
- Before you start
- Assessment (highlighted with a blue arrow)
- Training Plan
- About
- Co-funded by the Erasmus+ Programme of the European Union

Assessment Results Screen:

- ← Assessment Results
- Restart Assessment
- Below are practices suggested for you based on the assessment test results. They will be shown in your Training Plan.
- Innovation Mindset**
 - Area score: 80%
 - Just Do It
 - Overcoming The Fear Of Failure
 - Get Comfortable With Getting Uncomfortable!
- Emotional Intelligence and Empathy**
 - Area score: 40%
 - WHAT DO I FEEL?
 - HAVE A KIT KAT
 - PREDICT HOW YOU WILL FEEL TO SCHEDULE YOUR TIME
 - THERE'S A REASON FOR EVERYTHING, EVEN NEGATIVITY

How is the WINN Customisation Tool designed? The tool is closely linked with the WINN Workouts and directs user toward the most relevant development path for them through linking their answers to specific questions/challenges. Each area is tested separately, and the individual answers will determine suggested workouts.

In technical terms, the Tool is composed of a set of questions, 4 for each of 6 thematic areas integrated into the app as the user interface. At the start of the assessment, a zero-filled, 6x4 matrix is composed for each user of the app. When the user answers to all 24 questions (4 from each category), this matrix gets updated. The 24 questions that the user is exposed to have been designed specifically to allow the WINN app to offer the individual development path that is recommended to a user, based on assessment of individual needs.

However, as the WINN partnership recognised that the needs can further differ depending on specific sector, type of enterprise or even evolving working style (e.g. not all SME managers work with their teams on a daily basis and the hybrid and/or remote work becomes more popular making some daily interactions not applicable on a given day or for a specific company/manager) an individual customisation methodology has been implemented at the stage of developing the WINN app. It allows each individual to postpone, close or store most relevant workouts based on the individual needs. Thanks to the inclusion of those options ('Mark as completed', 'Save practice', 'Repeat this practice' – see details in The Methodological Guide section 3 – 'WINN approach') the WINN path can be further adjusted to respond to the reality of each individual user.

5.3. How do I use the WINN customisation tool

If you are an educator/trainer or a person involved in support to SME managers, you can use the WINN Customisation Tool within the WINN app to help them initiate the process of behavioural change for leading for innovation within the WINN programme. Encourage them to download the app and go through the assessment tool to get access to the WINN Workouts and Toolkit which will be automatically adapted to their individual starting point. You can simply:

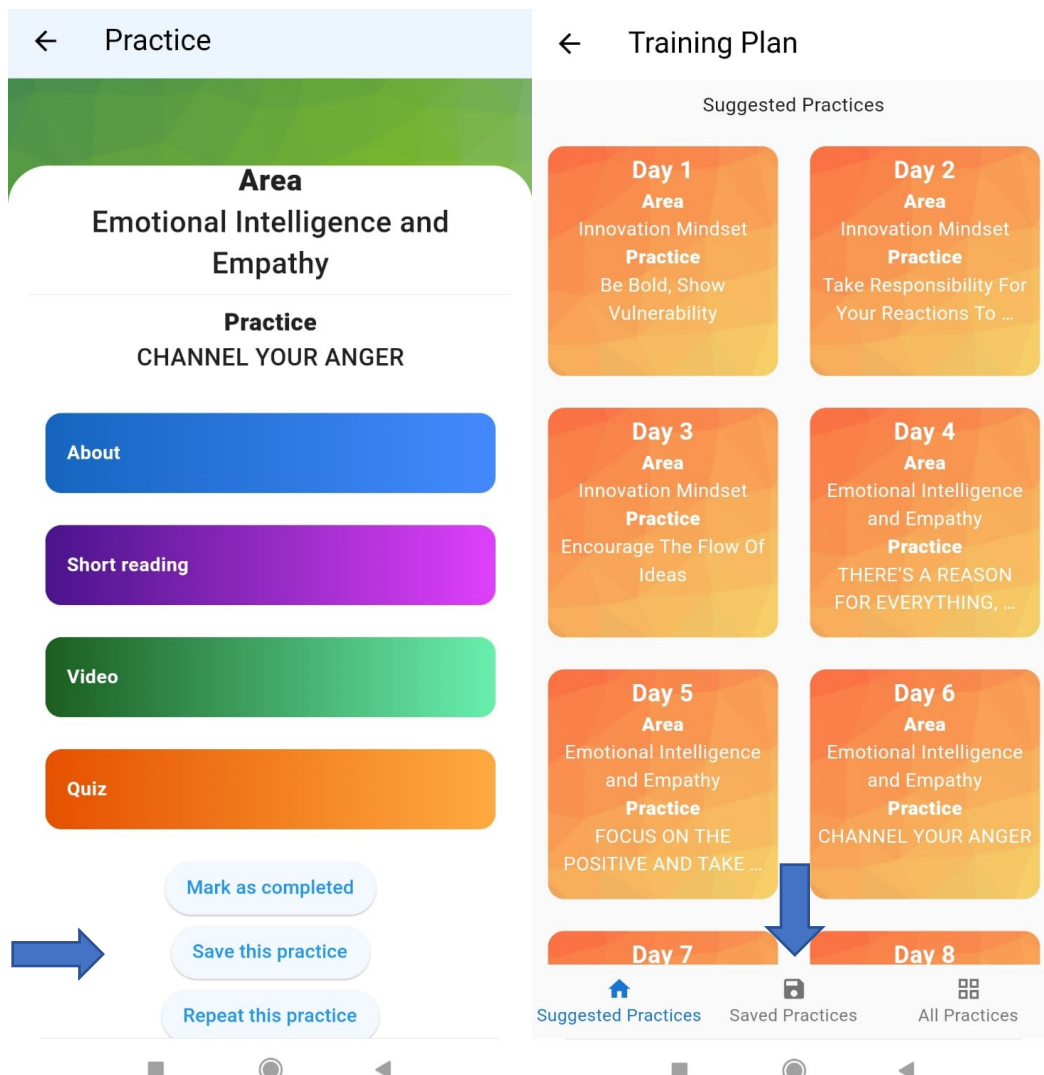
1. Share with them the QR codes below:



2. Ask them to search for the 'WINN' on the App Store or Google Play, or
3. Ask them to access the app through the links:

<https://play.google.com/store/apps/details?id=eu.dcnnet.winn>
<https://apps.apple.com/app/winn-tool-for-sme-managers/id1630544920>

As an educator and trainer, you can also use the WINN Customisation Methodology and Tool to assess starting point of readiness for leading for innovation of your stakeholders and based on their answers and practices proposed by the WINN mobile app help them select specific workouts that best suit their individual needs. For that, open the WINN app, ask you stakeholder to answer the presented questions, open the proposed training plan and read proposed workouts, for each selecting ‘Mark as completed’ – if you don’t want to keep the practice in the user final workouts plan, ‘Save practice’ – if you wish to keep the practice in the user final workouts plan. All saved practices can be accessed in the area ‘Saved practices and implemented according to individual workouts plan defined by you and your stakeholder according to individual needs and objectives.



To increase the engagement and motivation of the user to follow the defined program and afterwards to implement the workouts offered by the WINN program and the WINN App, help him/her to understand the relevance of practicing specific behaviours for innovativeness and wellbeing of their company and recommend them to connect the [WINN community on Facebook](#).