

# The Lens

## A Qualitative Programme Review

2015-2019

Dr Stephen Knox, Research Associate  
Carolina Marin-Cadavid, Doctoral Researcher  
Hunter Centre for Entrepreneurship  
University of Strathclyde

### The place of useful learning

The University of Strathclyde is a charitable body, registered in Scotland, number SC015263



# Executive Summary

This review provides insights into the impact that The Lens programme has with regards to the workforce, organisation and social innovation. Based on a qualitative sample of participants from the public and third sector, this review reports on the attribution of various programme outcomes. The aim of the report is to provide The Lens and their stakeholders with in-depth insights into how effective the programme is in supporting intrapreneurship.

The Lens is an intrapreneurship programme, focusing on developing the entrepreneurial skills of participants and fostering an innovative workplace culture. The intervention is delivered in three phases:

- **Phase 1:** idea generation - a concentrated effort of promoting front-line workers to submit ideas for new products, services and workplace processes; coaching senior leaders and middle managers to enable front-line staff to participate; and training a team of peers to act as judges to intrapreneurs.
- **Phase 2:** idea development - a structured programme of workshops and pitch practicing to develop and refine the selected participant ideas.
- **Phase 3:** idea implementation - an investment day where intrapreneurs pitch in front of judges and the rest of the organisation for a chance to win funding for their ideas. This is then supported by Lens mentoring and optional accelerator programme.

This review found that the rationale for engaging with The Lens varied across participants and stakeholders. These motivations included:

- Upskilling workforce through developing entrepreneurship and leadership skills.
- Helping to transform the internal innovation culture of organisations.
- Generating social innovations to improve service delivery and provide solutions to social problems and challenges.

The review found strong evidence that The Lens programme contributed directly and indirectly to increases across these dimensions (workforce, organisation and social). A number of strengths were highlighted, including:

- The design of the programme, which was intricate and detailed and focused on direct outcomes (e.g., developing entrepreneurial skills amongst workforce) as well as indirect facilitation (e.g., enabling work with middle managers).
- Strong direct evidence was found that the programme developed entrepreneurship, leadership and presentation skills.
- The programme demonstrated that The Lens increased job satisfaction, self-confidence and passion amongst participants.
- The results showed that the programme directly and indirectly contributed to the development of practices, processes and routines that improved efficiency or solved internal organisation problems.
- Strong evidence was found that The Lens process directly developed innovations that provided solutions to health and social problems.

The review also identified areas in which the programme could improve. These included:

- Some participants highlighted the time commitments of developing their ideas, taking time out of their day to day job roles and personal life to develop ideas.
- Leaders and middle management did not always support the development and implementation of ideas and there was not enough planning, senior engagement, resource allocation or commitment.

The Lens has already begun to provide enhanced support to improve the connection, and joined-up thinking between intrapreneurs and leaders post-investment day. This should continue, but recognise each partner is responsible for implementation. The inclusion of a strategy formulation and strategy implementation workshop before investment day are recommended to further the programmes design and maximise outcomes.

Looking ahead there is opportunity for the Lens to expand their programme to generate greater social impact. The evidence that was uncovered in this review highlights a strong impact internal to organisations which could be scaled to create wider social benefit.

The Lens have a significant body of knowledge with regards to improving public services and workplace efficiencies. Disseminating this knowledge further afield would have wider social impact for public service reforms. In order to disseminate this practice, The Lens could look for knowledge exchange partners, and increase their awareness generating activities for the benefits of entrepreneurship and workplace innovation.

Many of the social innovations that were developed within the Lens have the ability to scale, not just within organisations but across sectors and to other social problems that are faced in Scotland. Whilst many of the social innovations developed had an incremental impact on public sector work, these ideas can be replicated across further local authorities.

Finally, applying the knowledge that The Lens have developed with their idea generation training programme can be applied to offer a scale-up programme, aimed at replicating and scaling social innovations that have proven to work in local and intra-organisation across wider areas and regions.

# Acknowledgments

The authors of this report, and The Lens, would like to thank participating organisations who provided information, including:

- Alzheimer Scotland
- Columba1400
- Renfrewshire Council
- Scottish Enterprise
- Scottish Government
- Stirling Council
- William Grant Foundation
- Young Enterprise Scotland

# Contents

<b>Executive Summary</b> .....	<b>i</b>
<b>Acknowledgments</b> .....	<b>i</b>
<b>Contents</b> .....	<b>ii</b>
<b>List of boxes, tables and figures</b> .....	<b>iii</b>
<b>1. Introduction</b> .....	<b>2</b>
1.1 Background: The Lens .....	2
1.2 Defining intrapreneurship, workplace innovation and social innovation .....	3
1.3 The scope and structure of the evaluation .....	4
<b>2. Intrapreneurship: Benefits and antecedents</b> .....	<b>5</b>
2.1 Workforce.....	5
2.2 Organisation .....	6
2.3 Society .....	6
2.4 Quantifying the benefits.....	6
<b>3. Evaluation approach</b> .....	<b>8</b>
3.1 Programme evaluations.....	8
3.2 Research evaluation approach .....	8
3.3 Research evaluation steps and sample .....	9
<b>4. The Lens Programme</b> .....	<b>11</b>
4.1 Target beneficiaries .....	11
4.1 Phase 1: Idea generation .....	12
4.2 Phase 2: Idea development.....	12
4.3 Phase 3: Idea implementation .....	13
<b>5. Programme Rationale</b> .....	<b>15</b>
5.1 The Lens perspective .....	15
5.2 External stakeholder perceptions .....	16
5.3 Participant motivations and expectations .....	17
<b>6. Programme design and delivery</b> .....	<b>18</b>
6.1 Idea generation and enabling work.....	18
6.2 Idea development training .....	20
6.3 Idea implementation.....	22
<b>7. Programme Outcomes</b> .....	<b>24</b>
7.1 The social impact of The Lens .....	24
7.2 Leveraging additional funds to scale social innovations .....	25
<b>8. Evaluating the Lens Programme</b> .....	<b>28</b>
8.1 The benefits of The Lens programme.....	28
8.2 Intrapreneurship antecedents and The Lens .....	29
8.3 Quantifying the organisational impact of The Lens .....	30
<b>9. Conclusions and recommendations</b> .....	<b>31</b>
9.1 Summary of results .....	31
9.2 Recommendation 1: Strategy formulation workshop .....	32
9.3 Recommendation 2: Strategy implementation workshop .....	32
<b>List of references</b> .....	<b>34</b>
<b>Annex: Learning cases</b> .....	<b>36</b>
Lens Impact Case Study: Young Enterprise Scotland .....	36
Lens Impact Case Study: Scottish Enterprise .....	41
Lens Impact Case Study: Renfrewshire and Stirling Councils.....	44
Lens Impact Case Study: Alzheimer Scotland.....	47

# List of boxes, tables and figures

Box 1: Defining intrapreneurship, workplace innovation and social innovation.....	3
Box 2: Intrapreneurship process .....	5
Box 3: The Lens target beneficiaries .....	11
Box 4: The Lens process .....	14
Table 1: Quantification benchmarks for intrapreneurship benefits .....	6
Table 2: Benefits and antecedents of workplace innovation and intrapreneurship.....	7
Table 3: Interview sample.....	10
Table 4: Motivations and expectations of external stakeholders.....	16
Table 5: Motivations and expectations of participating organisation .....	17
Table 6: Idea development programme outcome definitions .....	19
Table 7: Drivers of positive idea generation outcomes (n=61*) .....	19
Table 8: Idea development programme outcome definitions .....	20
Table 9: Drivers of positive idea development outcomes (n=164*) .....	21
Table 10: Idea development programme outcome definitions.....	22
Table 11: Drivers of positive idea implementation outcomes (n=69*) .....	23
Table 12: Example of the scalable impact of social innovation generated in The Lens.....	24
Table 13: Example of the social innovations that have leveraged additional investments ....	25
Table 14: Summary of The Lens benefits.....	28
Table 15: Summary of intrapreneurship antecedents and The Lens .....	29
Table 16: Estimates for expected business efficiency benefits .....	30
Table 17: Programme evaluation summary .....	31
Figure 1: Outcomes of idea generation programme phase (n=57) .....	18
Figure 2: Outcomes of idea development programme phase (n=177) .....	20
Figure 3: Outcomes of idea implementation programme phase (n=90) .....	22
Figure 4: Empowering the workforce within Scottish Enterprise.....	42
Figure 5: Evidence of The Lens programme upskilling front-line staff .....	45

# 1. Introduction

## 1.1 Background: The Lens

The Lens, launched in 2015, develops and supports intrapreneurship and workplace innovation within organisations. They do this through a structured programme that develops the entrepreneurial skills of front-line staff and promoting a culture of innovation. They work with private, public and third sector organisations of varying sizes.

The programme has three main focuses:

### 1) To develop talent.

Through coaching and workshops, they provide professional development to front-line staff, leaders and managers, focusing on business storytelling, business modelling, value propositions, prototyping, testing and pitching.

### 2) To harness creativity.

Through encouraging team working, collaboration and creative thinking they support the development and refinement of ideas for workplace and social innovations. Participants pitch these ideas to a peer-led judging panel.

### 3) To invest in the future.

Finally, the programme looks to support the development, implementation and scaling of these ideas through an investment fund, mentoring and acceleration programme.

The Lens runs individual programmes, typically for organisations with 1000 or more staff. Additionally, they run a shared programme. This programme allows smaller third sector organisations to participate in a collaborative manner.

In the last published annual report (2017-2018), the Lens reported that they had partnered with eight organisations across the public and third sector. They had supported the professional development of over 100 front-line staff and coached over 80 middle managers on how to facilitate intrapreneurship. In the year under review, the intrapreneurs that went through their programme had secured £204,000 in investment. Across the Lens' entire lifespan, over 130 intrapreneurs have secured over £600,000 in investment.

The Lens is a charitable organisation supported by The Robertson Trust, The William Grant Foundation and the Scottish Government.

---

“To create and support a culture of intrapreneurship in mission-driven organisations, helping them deliver sustainable impact and outcomes that improve people’s lives.”

Lens mission statement

---

## 1.2 Defining intrapreneurship, workplace innovation and social innovation

Intrapreneurship is entrepreneurship within an existing organisation. It involves the process of uncovering and developing opportunities to create value through innovation, quite often departing from customary practices and processes (Antoncic & Hisrich, 2001).

Closely related to the intrapreneurship concept are workplace and social innovation, with intrapreneurship able to unlock both. Workplace innovation is the implementation of new and combined interventions in work organisation and human resources (Pot, 2011). Social innovation involves creating new products or services to address social needs and challenges, creating value and benefit to the public (Pol & Ville, 2009).

Both workplace and social innovation include dynamic management, flexible organisation, working smarter, development of skills and competences, new marketing practices, new product and service idea development and networking (Pot & Vaas, 2008).

Large multinational companies have incorporated intrapreneurship practices into their operating models to great effect, for example:

- IKEA, who have a product and process redesigning model which incorporates all stakeholders, customers, suppliers, employees and management. This process is able to innovate and develop new products, ideas and opportunities in a matter of days as opportunities are discovered (Weisbord & Janoff, 2005).

Within the public sector and third sector, intrapreneurship and workplace innovation programmes have great importance as they promote innovative practices in work organization and service delivery (Lindsay et al., 2018), for example:

- NHS, supported a major innovation change in services through a collaborative redesign project for NHS pharmacy services. They produced completely new operational forms built around a substantial investment in cutting edge technologies. It resulted in the creation of new job roles and ways of working through collaborative relationships between occupational groups, patients, and stakeholders.

### Box 1: Defining intrapreneurship, workplace innovation and social innovation<sup>i</sup>



#### Intrapreneurship

The process of uncovering and developing opportunities to create value through innovation



#### Workplace innovation

The implementation of new and combined interventions in work organisation and human resources



#### Social innovation

The creation of new products or services to address social needs and problems

## 1.3 The scope and structure of the evaluation

This evaluation focuses on exploring the impact of the programme, since inception, between 2015 and 2019. Specifically, an in-depth qualitative evaluation was conducted to inform interested parties on the various elements of the programmes design and how they attribute (or do not) to specific outcomes.

The underlying question for this evaluation is:

**Does The Lens programme effectively support the development of intrapreneurship, workplace innovation and social innovation within participating organisations?**

The evaluation covered several organisations that had participated in the programme, at various stages. Some had been through multiple rounds of the programme and others had been through one. Some were large public and third sector organisations, whilst others were smaller third sector organisations. This ensured that the evaluation explored the full range of clients that currently participate in the Lens programme.

The rest of the evaluation is structured as follows:

- **Section 2**  
Presents an overview of extant research that highlights the benefits and antecedents of intrapreneurship. This provides the analytical framework for the study.
- **Section 3**  
Presents the evaluation approach that was used to complete this review.
- **Section 4**  
Outlines the Lens programme, details individual elements and understands the entirety of the intervention, as depicted from the data analysis.
- **Section 5**  
Presents the motivations and expectations that various stakeholders have for investing in the programme.
- **Section 6**  
Presents the main findings of the evaluation with regards to the design and delivery of the programme, and the various outcomes as reported by participants.
- **Section 7**  
Highlights the main outputs and outcomes of the programme, with regards to social innovations generated and funding leveraged.
- **Section 8**  
Compares the outcomes highlighted in section 6 and 7 with the frameworks presented in section 2.
- **Section 9**  
Concludes the evaluation and draws some main recommendations for both The Lens and stakeholders.

## 2. Intrapreneurship: Benefits and antecedents

Workplace innovation and entrepreneurship are key for organisations to be effective and perform in turbulent and uncertain business environments (McMurray, Islam, Sarros, & Pirola-Merlo, 2013). A long line of evidence shows that empowering employees, challenging existing practices, generating new ideas, and flexible organisation structures lead to better business performance and enhanced workforce engagement (Totterdill, 2015).

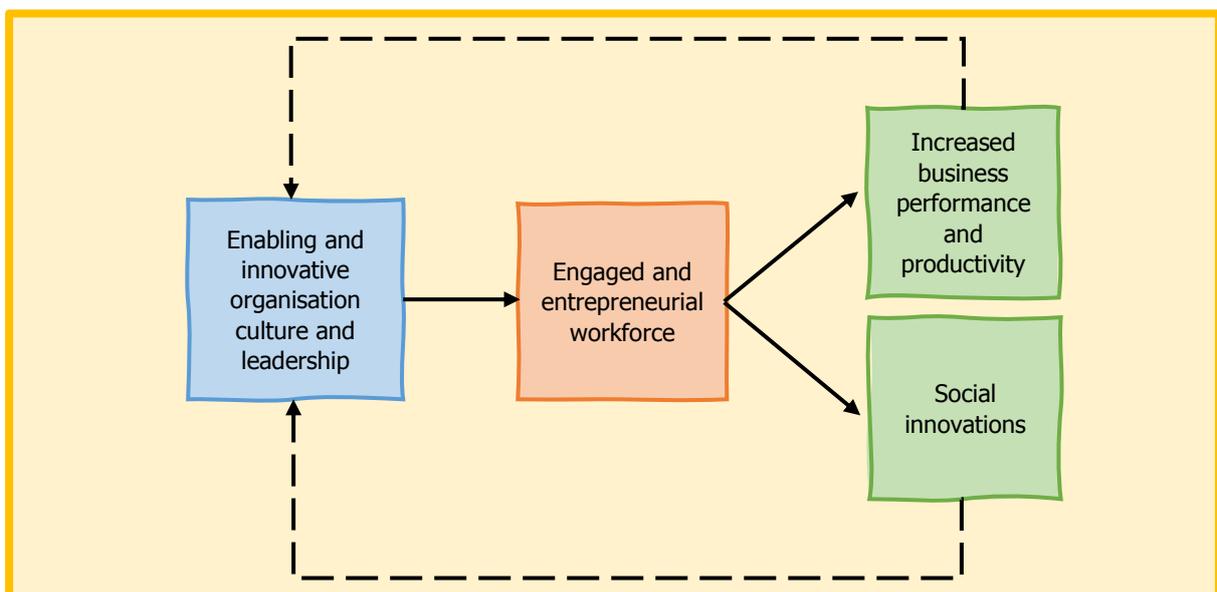
The antecedents of intrapreneurship are well known. Leadership style, teamwork and collaboration, enabling problem-solving, entrepreneurial thinking and supporting and rewarding a culture of innovation have all been found to facilitate workplace and social innovation (Pot, 2011; Scott & Bruce, 1994). The benefits of intrapreneurship can be defined along three levels, the workforce, the organisation and society (summarised in table 2):

### 2.1 Workforce

Incentivising and encouraging intrapreneurship helps to unleash creativity and passion within the workforce, which can lead to new ideas for market opportunities and more efficient business processes (Staub, Nart, & Dayan, 2019). It increases the ability of employees to be innovative, proactive, take risks, seek opportunities (Razavi & Ab Aziz, 2017), increases skills capacity and self-confidence (Douglas & Fitzsimmons, 2013; Martiarena, 2013).

These benefits are facilitated by both supportive leadership, where managers encourage employees dedicated time to innovate (Orchard, Ribiere, & Achtzehn, 2018), and transformational leadership. Managers can challenge employees to query processes, practices and explore market opportunities by proactively enhancing employees skills and professional development (Razavi & Ab Aziz, 2017). Employees that perceive that their organisation has a high desire for innovation and reward and reinforce their attempts are more likely to engage with intrapreneurship (Amo, 2006; De Villiers-Scheepers, 2011)

#### Box 2: Intrapreneurship process



## 2.2 Organisation

Intrapreneurship can lead to increases in corporate entrepreneurial activities including new product development, discovering new markets, creating new products for new markets, process reengineering, exporting and innovation growth (Criado-Gomis, Iniesta-Bonillo, & Cervera-Taulet, 2018; Skarmeas, Lisboa, & Saridakis, 2016). It can also lead to increased business performance, competitive advantages and help to transform internal processes and capabilities that can lead to productivity gains (Augusto Felício, Rodrigues, & Caldeirinha, 2012; Halme, Lindeman, & Linna, 2012; Rivera, 2017; Skarmeas et al., 2016)

This is facilitated by having an environment that focuses on social factors as well as economic factors, having an engaged workforce and intrapreneurial role models within an organisation (Deprez, Leroy, & Euwema, 2018; Falola et al., 2018). Having flat and flexible organisation structures that promotes communication and facilitates learning, and committing resources also enables intrapreneurship (Haase, Franco, & Félix, 2015; Park, Kim, & Krishna, 2014).

## 2.3 Society

Intrapreneurship can contribute to the emergence and development of new products, services, industries and social innovations (Lechevalier, Nishimura, & Storz, 2014). It can increase knowledge spillover into regions which can promote research and development, innovation and entrepreneurship (Baronet & Riverin, 2010). It can also reform and increase innovation in public and third sector organizations (Manimala, Jose, & Thomas, 2006).

This can be facilitated by a culture that celebrates entrepreneurial endeavor and risk-taking. Training programmes, mentoring, coaching and social networks can also develop intrapreneurship across organisations (Turro, Alvarez, & Urbano, 2016; Wakkee, Elfring, & Monaghan, 2010).

## 2.4 Quantifying the benefits

Pot (2011) summarises existing evidence to quantify percentage increases in a number of indicators, comparing companies that have workplace development programmes and participate in social innovation against organisations that do not (table 1).

**Table 1: Quantification benchmarks for intrapreneurship benefits**

Factor	Expected benefits
<b>Business performance</b>	
Profit	14-16%
Turnover	8-15%
Employment	5%
<b>Business efficiency</b>	
Innovation	37%
Productivity	9-22%
New clients	20%
<b>Workforce</b>	
Reputation	12%
Employee satisfaction	12%
Absenteeism reduction	35%

**Table 2: Benefits and antecedents of workplace innovation and intrapreneurship**

	<b>Benefits</b>	<b>Facilitating factors</b>
<b>Workforce</b>	<ul style="list-style-type: none"> <li>▪ Increases creativity and passion in job roles.</li> <li>▪ Increases innovation, risk-taking and proactive abilities in staff.</li> <li>▪ Increases the skills capacity and self-confidence of employees.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supportive leadership fosters participation in implementing new ideas.</li> <li>▪ Transformational leadership, setting clear goals and challenges for employees.</li> <li>▪ Competitive strategies and strong desire from the organisation for innovation.</li> <li>▪ Flexible work boundaries and employee autonomy.</li> <li>▪ Rewards and reinforcement.</li> </ul>
<b>Organisation</b>	<ul style="list-style-type: none"> <li>▪ Increased corporate entrepreneurship through new product development, discovering new markets and creating new products and processes.</li> <li>▪ Increases in business performance, growth and sustainability, and helps to achieve sustainable competitive advantage in volatile business environments.</li> <li>▪ Help to create new strategies and transform internal processes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consideration of environmental and social factors together with economic factors stimulate innovative cultures.</li> <li>▪ Engaging and empowering the workforce to innovate and take risks.</li> <li>▪ Developing intrapreneur role models can spread entrepreneurial learning around the organisation.</li> <li>▪ Having an open and collaborative organisational structure.</li> <li>▪ Organisations that provide resources (financial, time and employee initiatives).</li> </ul>
<b>Society</b>	<ul style="list-style-type: none"> <li>▪ Helps develop new ideas, industries and social innovations.</li> <li>▪ Increases knowledge spillovers which can promote research and development, innovation and entrepreneurship.</li> <li>▪ Increases innovation in public and third sector services which can lead to service reforms and improvements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Culture and regulation that celebrates entrepreneurial endeavour and risk-taking.</li> <li>▪ Developing human capital through education programmes.</li> <li>▪ Developing social networks where intrapreneurs can collaborate and interact across organisations and industries.</li> </ul>

## 3. Evaluation approach

### 3.1 Programme evaluations

Whilst there are over 30 methods for conducting programme evaluation (Copestake, Morsink, & Remnant, 2019), these can be typically categorised into three types of evaluation used to assess entrepreneurial programmes (McMullan, Chrisman, & Vesper, 2001):

#### 1) Subjective assessments of client satisfaction.

This method is the most common method for evaluating programmes. It provides formative insight into areas of programmes that participants enjoy and find beneficial and areas that they did not. However, the ability for these types of evaluation to find correlation with performance and additionality is 'modest'.

#### 2) Objective measures of growth with regards to some performance measure.

This method relies on the use of a control group in experimental and quasi-experimental designs to establish additionality. However, this is often an expensive, elongated and resource intensive process that requires finding suitable control groups to monitor over time and taking base-level and pre-intervention measures to compare.

#### 3) Client's attributions of the impact of assistance on their subsequent performance.

This method represents a mid-way approach between the first two. It uses the self-reported attribution of participants to distinguish correlation between intervention and performance additionality. This is used to evaluate which constructs correspond with participant benefits to create a more informed assessment of a programme intervention.

### 3.2 Research evaluation approach

This evaluation approach utilised The Lens participant's self-reported attribution to assess impact against the extant literature review of the benefits and antecedents of intrapreneurship. This approach places the programme beneficiary's accounts at the centre of the evaluation by allowing them to reflect on their experiences in a qualitative and formative manner.

In order to do this, we analysed participant's narrative statements looking for evidence of attribution (z) between a programme benefit (y) and the cause of this benefit (drivers) (x). This method does not require a control group, or rely on statistical inference based on the various elements of the programme (x) leading to participant benefits (y).

To increase the reliability of this approach we triangulated our data through a number of sources, including:

- Interviews with the programme delivery team (The Lens).
- Interviews with external stakeholders to the programme delivery team (funders and sponsors).

- Interviews with direct participants of the programme (main data source).
- A focus group with in-direct participants of the programme.
- Analysis of video archive data recording participant's immediate accounts of programme.
- Analysis of programme reporting and evaluation data.

A further measure of reliability was ensured, with the use of a second evaluator to hold the primary evaluator accountable. The role of the second evaluator was to monitor the first evaluator's interview structure and approach, whilst maintaining partial blindness to the programme. This helps to reduce bias when participants are reporting on the attribution of the programme to intended benefits.

### 3.3 Research evaluation steps and sample

This research evaluation followed seven steps:

#### 1) **Creating an analytical framework.**

The first step involved a quick scoping review of literature that outlines the benefits and antecedents of intrapreneurship and the formulation of an analytical framework to assess the Lens programme against.

#### 2) **Understanding the programme.**

This step involves a review of The Lens archive material and six in-depth interviews with the people who are involved in delivering the programme. This gives an understanding to the intended design and benefits of the programme.

#### 3) **Gathering stakeholder perceptions.**

This step involved a review of external material and evaluations of The Lens programme, and three interviews with funders and sponsors of the programme. This was to understand what the external interest and motivation these stakeholders have in The Lens.

#### 4) **Collecting different participant reflections.**

This step represented the main method for collecting data and involved 36 interviews with the various participants of the Lens (intrapreneurs, judges, enablers, champions and CEOs). A focus of group of employees from a participating organisation that did not participate in the programme was also conducted.

#### 5) **Analysing archive material – immediate post-intervention**

This step involved analysing video archives from The Lens that captured participant's insights immediately after participating in the programme. These video interviews were typically between five and ten minutes in length. The purpose of these videos was to triangulate data with the main interviews.

#### 6) **Analysing participant reflections – delayed post-intervention**

This step involved analysing interview transcripts from programme participants, looking for self-reported attribution (z) between programme drivers (x) and outputs (y).

## 7) Comparison against analytical framework.

The final step involved comparing the evaluation findings against the initial analytical framework to assess the impact of The Lens programme.

A list of interview participants is presented in table 3.

**Table 3: Interview sample**

<b>Stakeholder</b>	<b>Interviews</b>
<b>The Lens</b>	
CEO	1
Programme managers	5
Lens stakeholders (funders, government)	3
<b>Sub-total</b>	<b>9</b>
<b>Participants</b>	
CEOs	5
Champions	5
Enablers	5
Judges	7
Intrapreneurs	14
Non-participants	1 group interview (6)
<b>Sub-total</b>	<b>37</b>
<b>Total</b>	<b>46</b>
<b>Video interviews</b>	
CEOs	3
Champions	5
Judges	7
Intrapreneurs	27
<b>Total</b>	<b>42</b>

## 4. The Lens Programme

The Lens programme can be broken down into three distinct stages, each with a number of programme elements. The programme is intricately designed, engaging across multiple-levels of the organisation, with multiple different beneficiaries.

### 4.1 Target beneficiaries

The primary beneficiary is the **Intrapreneurs**, who are typically front-line staff. These participants are encouraged to develop ideas for new products, services and processes. These ideas are evaluated by **Judges**, who select ideas to take forward and decide which ideas should be invested with the aim then to implement.

**Enablers** are typically middle managers who are key to supporting and encouraging front-line staff to generate and develop ideas. **Champions** are typically senior leaders in the organisation that act to promote and oversee the programme internally. The Lens also works with **Senior Leaders** and **CEOs** to ensure that the organisation encourages and enables intrapreneurship.

#### Box 3: The Lens target beneficiaries<sup>ii</sup>



## 4.1 Phase 1: Idea generation

The first phase of the programme focuses on working with key stakeholders within an organisation to help facilitate intrapreneurship. This allows front-line staff to generate ideas for workplace and social innovations. This stage has a number of elements, with The Lens working with CEOs, senior leaders, middle managers and judges to get the organisation ready for the programme. This phase has a number of elements:

- Engagement meetings and workshops with **senior leaders** to coach how they can facilitate intrapreneurship.
- The appointment of a **Lens Champion**, a senior manager within the organisation that actively promotes the organisation and works with The Lens in its delivery.
- Working with the Champion, the Lens identifies front-line staff to act as **Judges** to the intrapreneur's ideas.
- They then launch the programme and start an **internal promotion campaign** across the organisation to celebrate the programme and encourage front-line staff to participate.
- The Lens run **awareness sessions**, which include information on how to develop ideas, think creativity and encourage participants to come forward.
- They also run **Enabler workshops**, which coaches middle managers to encourage and support their front-line staff to think creatively and submit ideas.
- If the programme has run more than once, then the Lens also highlights **intrapreneur role models** from previous year's finalists.
- They provide **flashbulbs** which is an online suite of tools and information to help front-line staff generate ideas.
- They also run **one-on-one advisory sessions** to help and encourage staff to generate and refine their early ideas.
- At this point they also run **Judge workshops**, to coach Judges on how to evaluate, critique and choose ideas.
- Throughout this phase, The Lens staff are frequently cited by participants as providing additional **coaching** to participants who feel they need further support.

## 4.2 Phase 2: Idea development

This phase focuses on refining and developing ideas by primarily working with the intrapreneurs and providing them with the skills needed to pitch their ideas. This phase includes:

- A **selection process**, where Judges evaluate all submitted ideas and select a number to be developed further through a series of workshops.
- A series of four workshops, focusing on:
  - **Business storytelling**, a two-day workshop teaching participants how to present their ideas in a compelling and memorable way.

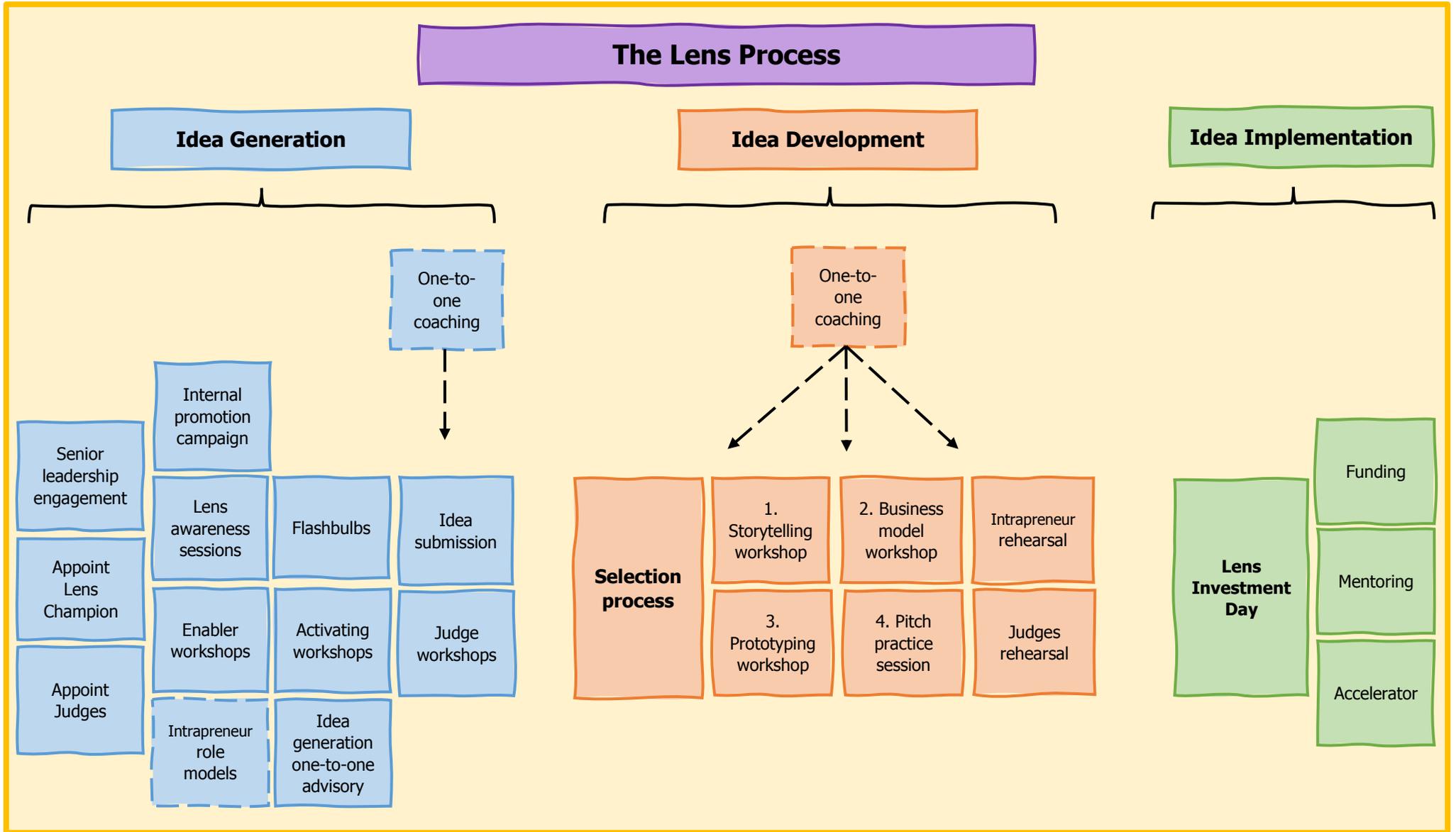
- A **business model workshop**, a one-day workshop where participants run through the business model canvas and refine their value propositions.
- A **prototyping workshop**, where participants use Lego and clay to create and refine models of their ideas.
- A **pitch practice session**, where participants are coached on how to develop and refine a pitch for the investment day.
- A **rehearsal day** for the intrapreneurs and judges is arranged where intrapreneurs get a chance to practice their pitch, on stage, and interact with judges.
- A **judge rehearsal day**, where judges are updated on the final ideas that were selected for development and rehearse their role for the investment day.

### 4.3 Phase 3: Idea implementation

This stage involves the implementation of the skills, training and refinement of the ideas that intrapreneurs have developed from the programme. This phase includes:

- An **investment day** where the intrapreneurs pitch their ideas for a chance to win investment for their ideas in front of a panel of judges and an audience including senior leaders.
- **Funding** for their idea to implement.
- Three **mentoring** sessions with a Lens staff member to support and coach them through the pilot and implementation of their idea. Any issues that emerge can be escalated to the Champion if required.
- The option of attending an **accelerator** programme, a further three-day structured programme of training and workshops to help with the implementation stage.

Box 4: The Lens process



## 5. Programme Rationale

This section looks at the motivations and expectations that various stakeholders had for The Lens programme. The evaluations look across three main stakeholder groups: Lens staff, external stakeholders, senior staff and participants of the programme.

### 5.1 The Lens perspective

The motivation of The Lens is to improve entrepreneurship and innovation with public and third sector organisations within Scotland. They believe that, through their programme, they can improve service delivery, organisational efficiency and have a positive social impact. Specifically:

- **Empowering and upskilling 'front-line' staff to generate social innovations.**

A main motivation of the programme was to equip staff with business skills that can be used to identify issues (internal and external) and come-up with solutions to tackle these problems. They looked to embed creativity, entrepreneurship and leadership practices in all staff.

- **Creating an entrepreneurial culture.**

The Lens, through their programme, looked to challenge organisational culture to be more entrepreneurial (proactive, innovative and risk-taking). They did this by encouraging more democratic decision-making in innovations and celebrating entrepreneurship.

- **Delivering social impact.**

At the heart of what they did, they believed that by empowering staff and challenging organisation culture that the programme could deliver a number of social innovations. These provided scalable solutions to social challenges and created value to the public.

## 5.2 External stakeholder perceptions

The motivation for The Lens' external stakeholders to invest or support the programme was to see wider social impact (table 4). This included stimulating entrepreneurship and workplace innovation and by developing innovations that had social value.

The expectation was that the programme would be able to reach a wide range of organisations in the public and third sector, as well as increase cultural awareness of entrepreneurship. Stakeholders expected the Lens to contribute to organisational change and increase sustainability and resilience of third sector organisations.

Stakeholders believed that The Lens were overall meeting expectations, were developing and empowering workforces, 'flying the flag for entrepreneurship' in the public and third sector and producing innovations that were having wide social impact.

Concerns from stakeholders included the ability of The Lens to effectively target smaller organisations, clients did not always embed learning and ideas into their operations, and that social innovations were not radical enough in reforming social challenges.

**Table 4: Motivations and expectations of external stakeholders**

Perception	Findings
<b>Motivation</b>	<ul style="list-style-type: none"> <li>▪ Looking to support the development of social innovation through intrapreneurship.</li> <li>▪ Drive change in charities and recognising the existing skills capacities, knowledge, and expertise within the third sector.</li> <li>▪ Upskilling and empowering staff through entrepreneurship to be able to build resilience and sustainability during public funding cuts.</li> <li>▪ Spread entrepreneurial mind-sets, normalise entrepreneurship through the public and third sector.</li> </ul>
<b>Expectation</b>	<ul style="list-style-type: none"> <li>▪ That the programme would be suitable for all types of organisation.</li> <li>▪ That by repeating the programme, an organisation will shift its culture, be more open and support ideas and innovation from the workforce.</li> <li>▪ Support the government to generate cultural impact, helping to build resilience in the third sector and demonstrating that entrepreneurship was important.</li> </ul>
<b>Meeting expectations</b>	<ul style="list-style-type: none"> <li>▪ Evidence that the programme was generating ideas from front-line staff.</li> <li>▪ The programme demonstrated that it facilitated organisational change.</li> <li>▪ Showed evidence of entrepreneurship and workplace innovation.</li> <li>▪ Incremental innovation in terms of extending services or reaching a greater number of beneficiaries, or slightly improving the experience of clients.</li> <li>▪ Raising awareness about the importance of intrapreneurship.</li> </ul>
<b>Concerns</b>	<ul style="list-style-type: none"> <li>▪ Evidence of impact of the programme, and scale of social innovations.</li> <li>▪ Recruiting smaller charities all at the same point in time to be able to come onto a programme and collaborate.</li> <li>▪ That organisations did not always take intrapreneurship learnings on board and continue with the change.</li> </ul>

## 5.3 Participant motivations and expectations

The motivations of the participating organisations included developing workforces, creating innovative cultures and generating social and workplace innovations. Table 5 summarises these motivations and expectations.

**Table 5: Motivations and expectations of participating organisation**

Motivation	Expectation
<ul style="list-style-type: none"> <li>▪ Create an entrepreneurial and innovative culture within organisation.</li> <li>▪ Formalising workplace innovation practices.</li> <li>▪ Engaging and motivating workforce.</li> <li>▪ Invest in professional development of workforce and create future leaders.</li> <li>▪ Moving to solution-focused services.</li> <li>▪ Connecting organisations to strategic priorities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase staff engagement by developing new skills and knowledge.</li> <li>▪ Improve teamwork and cross-organisation connections.</li> <li>▪ Stimulate creativity and innovation in the organisation.</li> <li>▪ Good quality social innovations for improving services.</li> <li>▪ Transform organisation by connecting organisation units together.</li> </ul>

- **Developing and upskilling workforces**

Participant organisation looked to develop their workforce through empowering them to generate and develop ideas. They saw the programme as an opportunity to develop new skills, including entrepreneurial and leadership skills.

- **Creating innovative organisational cultures**

Participant organisations expected the programme to help with their internal structuring and culture, in three different ways:

- Disrupting the organisational culture and challenging staff.
- Connecting organisations that had become disjointed by creating a cross-departmental incentive.
- Complimenting existing innovation culture by extending current practices.

- **Generating social and workplace innovations**

A number of participating organisations were looking for ideas for new products and services that could add value to their current offerings. Others, were looking for improvements to workplace practices, processes and routines to increase efficiency.

---

“I was at a point where I wanted people who have a lot of ideas, but I wanted that to be more solution-focused. So, I was looking for something to help people focus on how we own a solution to a problem. How we made that solution become a benefit.”

CEO, participating organisation

---

## 6. Programme design and delivery

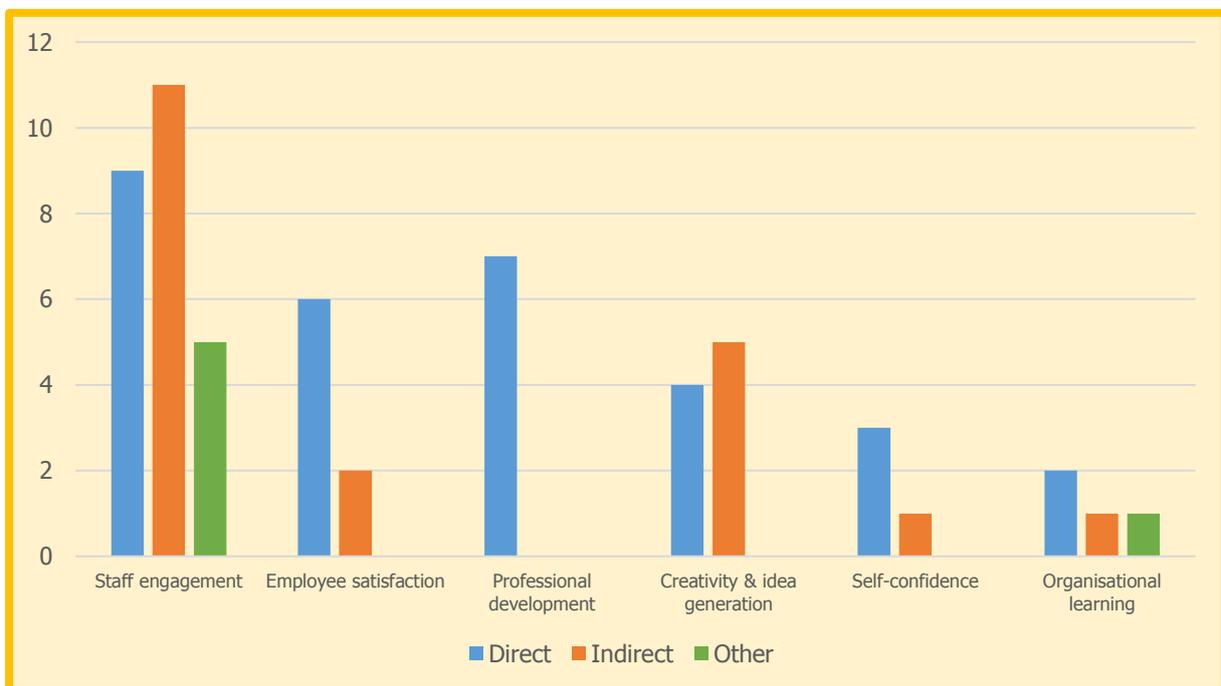
### 6.1 Idea generation and enabling work

Participants made 57 expectation statements relating to the idea generation stage of The Lens programme. The outcomes are presented in figure 1, with definitions of each outcomes presented in table 6.

The main outcomes of this part of the programme included:

- Mixed positive attribution (both direct and indirect) of increase in staff engagement.
- A few staff felt demotivated to engage with The Lens programme, either by being dissuaded by their line managers or by feeling intimidated to put themselves forward for participation.
- Awareness and promotion of the programme, through various channels, was also found too directly and indirectly increase job satisfaction. Employees believed that taking part in the programme gave them a stronger voice, opportunities for professional development and made their jobs more satisfying.
- Programme participants were encouraged to submit ideas and expressed the positive impact of this creative process.

**Figure 1: Outcomes of idea generation programme phase (n=57)**



**Table 6: Idea development programme outcome definitions**

Outcome	Definition
Staff engagement	Levels of motivation and participation of staff with the programme and their work.
Employee satisfaction	Positive feelings for jobs and organisation.
Professional development	Opportunity to develop new skills that could be transferable to their careers. Includes, ability to critically evaluate ideas, solve problems, understand and identify value and communication.
Creativity & idea generation	Ability to identify opportunities, diagnose and solve problems, highlight value and impact.
Self-confidence	Increasing the self-belief of employees.
Organisational learning	Learning about the wider organisation, other people's roles, wider strategic engagement and departmental workings.

Looking closer at the specific elements of the programme design in the idea generation phase, a number of key observations are made (table 7):

- The enablers and intrapreneur role models are key for increasing staff engagement.
- Judges workshops develop critical analysis skill.
- Lens workshops, advisory sessions and coaching are key for encouraging creativity and idea generation as well as increasing self-confidence in employees.

**Table 7: Drivers of positive idea generation outcomes (n=61\*)**

Drivers	Outcomes					
	Staff motivation	Employee satisfaction	Professional development	Creativity & idea generation	Self-confidence	Organisation learning
Champions	2	1	2	1		
Enablers	<b>11</b>	2	1	3	2	
Intrapreneurs	<b>7</b>	1		1	1	1
Promotion	1	3				1
Lens workshop & coaching		1	1	<b>7</b>	<b>5</b>	1
Judge workshops			<b>6</b>			1

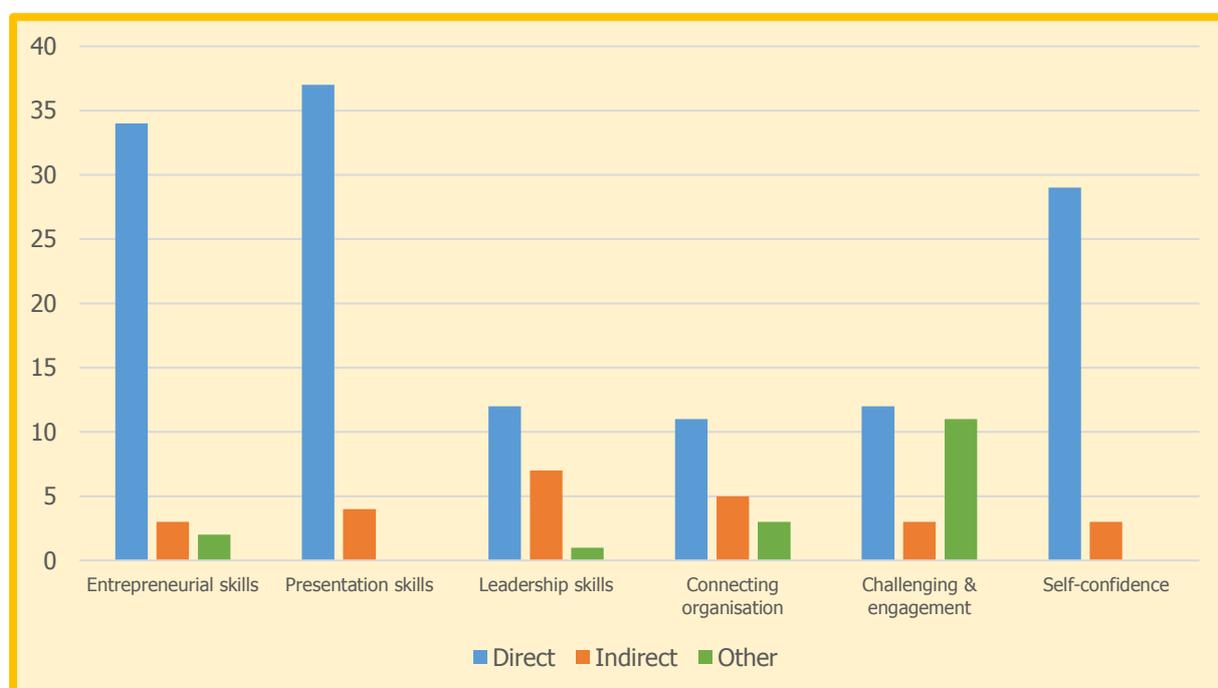
\*Participants could attribute more than one programme element to an outcome

## 6.2 Idea development training

Participants made 177 expectation statements relating to the idea development stage of The Lens programme. The outcomes are presented in figure 2, with definitions of each outcomes presented in table 8. The main findings include:

- Participants frequently cited entrepreneurial skills, presentation skills and self-confidence as outcomes directly attributable to the Lens programme.
- Developing leadership skills and improving connection with the organisation were also expressed as direct or indirect outcomes of the programme.
- The development stage of the programme also had mixed attribution with regards to challenging and engaging the workforce. Participants cited the time commitments of the development phase as demotivating and reducing their engagement, with some believing that workshops could be more tailored to their workforce skill levels.

**Figure 2: Outcomes of idea development programme phase (n=177)**



**Table 8: Idea development programme outcome definitions**

Outcome	Definition
Entrepreneurial skills	Learning how to develop an idea, market opportunities, understanding customer needs, assembling resources and planning.
Presentation skills	Learning how to tell and structure a story, being able to communicate to an audience.
Leadership skills	Developing team-working, communication, analytical and decision-making capabilities.
Connecting organisation	Improving communication and working with other organisation units, learning about other people's roles, wider strategic engagement and departmental workings.
Challenging and engagement	Bringing staff out of their comfort zone, creating opportunities for them to develop professionally, giving them autonomy and a voice within the organisation.
Self-Confidence	Increasing the self-belief of employees.

Looking closer at the specific elements of the programme design in the idea development phase, a number of key observations are made (table 9):

- The series of workshops do well to develop the entrepreneurial and leadership skills of participants.
- This series of workshops also does well in connecting elements of the organisation together.
- The storytelling and pitching workshops are key to developing presentation skills.
- The programme of workshops and pitching was key to developing the self-confidence of participants.

**Table 9: Drivers of positive idea development outcomes (n=164\*)**

Drivers	Outcomes					
	Entrepreneurial skills	Presentation skills	Leadership skills	Connecting organisation	Challenging & engagement	Self-confidence
Programme of workshops	<b>19</b>	5	<b>13</b>	<b>11</b>	7	<b>14</b>
Storytelling	2	<b>19</b>	3		4	3
Business model	9					
Prototyping	2					1
Pitching	2	<b>16</b>	3		4	<b>11</b>
Social networking	5	1	3	6	1	3

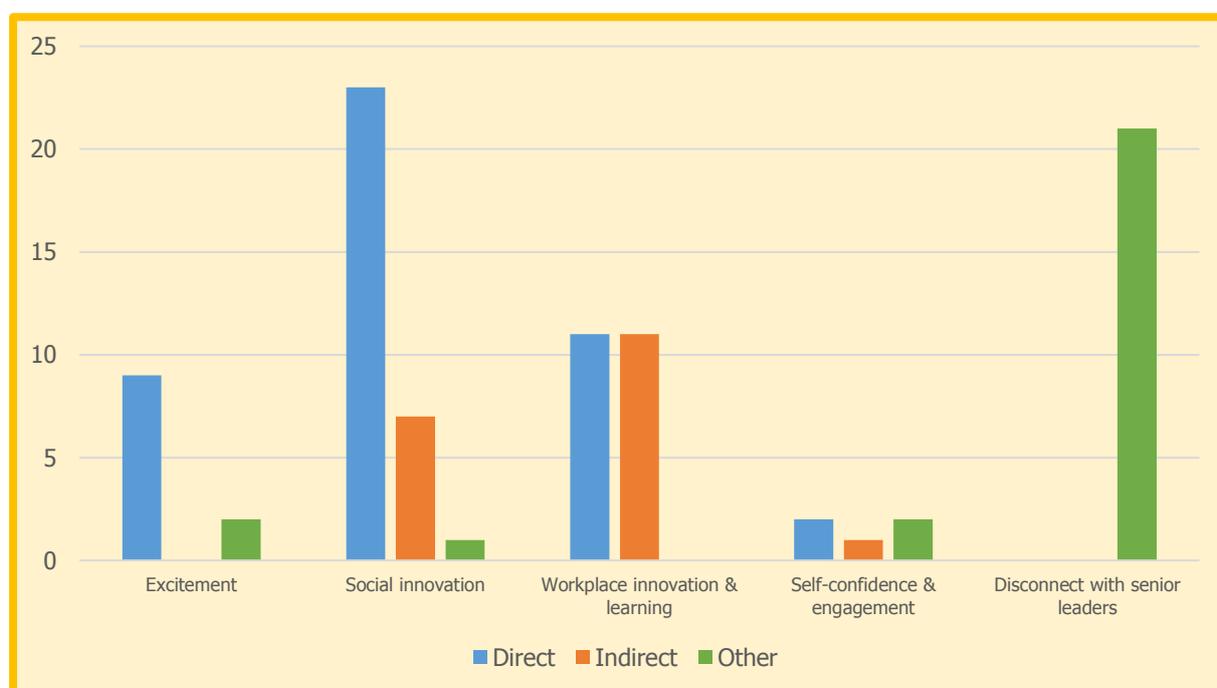
\*Participants could attribute more than one programme element to an outcome

## 6.3 Idea implementation

Participants made 90 expectation statements relating to the idea implementation stage of The Lens programme. The outcomes are presented in figure 3, with definitions of each outcomes presented in table 10. The main findings include:

- Strong direct attribution of the programme with social innovation and the development of new ideas and products that meet social needs.
- Mixed direct and indirect attribution with the development of workplace innovations.
- Strong negative evidence of disconnect between senior leaders, middle managers and intrapreneurs with regards to the implementation of ideas. This was a perception from intrapreneurs, middle managers and senior leaders who believed leaders were not supporting implementation with enough planning and senior engagement, resource allocation or commitment.

**Figure 3: Outcomes of idea implementation programme phase (n=90)**



**Table 10: Idea development programme outcome definitions**

Outcome	Definition
Excitement & celebration	Positive feelings about the organisation, the work, the Lens programme, celebration of intrapreneurship internally and externally.
Social innovation	The development of a product or service that provides an effective solution to a social problem.
Workplace innovation & learning	The development of a practice, process or routine that improves efficiency or solves an internal problem in an organisation, learning about the wider organisation.
Self-confidence & engagement	Increasing the self-belief and commitment of employees.
Disconnect with leaders	Leaders not supporting implementation, not enough planning and senior engagement, resource allocation or commitment.

Looking closer at the specific elements of the programme design in the idea implementation phase, a couple of key observations are made (table 11):

- The investment day helps to create excitement within the organisation.
- Implementation support (both by Lens and organisation) post-investment generates social innovation and workplace innovation.

**Table 11: Drivers of positive idea implementation outcomes (n=69\*)**

Drivers	Outcomes			
	Excitement	Social innovation	Workplace innovation & learning	Self-confidence & engagement
Post-investment implementation	4	29	15	1
Investment day	6		6	2
Mentoring, funding & acceleration		3	1	2

\*Participants could attribute more than one programme element to an outcome

## 7. Programme Outcomes

### 7.1 The social impact of The Lens

The Lens have leveraged investment of over £600,000 in social innovations since 2015. Table 12 provides examples of social innovations that participants highlighted.

- These social innovations provide solutions to health and social problems that the public face in Scotland.
- All social innovations that were locally implemented have the opportunity to scale to a national level.
- Many of the social innovation ideas developed during Lens programmes were not implemented still provided solutions to social problems. This represents a knowledge bank of developed ideas to tackle some serious problems that Scotland faces.

**Table 12: Example of the scalable impact of social innovation generated in The Lens**

Social problem	Scale of problem	Social innovation
Child poverty Uniform poverty	24% of children live in poverty in Scotland. The Scottish Government is providing £120 million to tackle this.	'Pre-loved' – online reusable clothing platform, that accepts uniform donations, launders and ships to address for free.
Funeral poverty	5,500 families per year struggle to pay average funeral cost of £3,600 - £20 million problem.	'Direct Funerals' - council assume and provide services associated with funeral directors.
English as a second language in schools	6.2% of Scotland's population have some weakness in English as a language. 19,000 pupils have English as a second language in Scotland.	'Renfrewshire Interpreters Bank' - Consisting of local residents, the Bank provides the necessary language support for those accessing Council services and in schools, generating public savings.
Littering	15,000 tonnes of litter is collected every year Scotland spends at least £46 million cleaning up litter.	'Community Caddies' - give equipment to local groups and volunteers to allow them to carry out work in their neighbourhood.
Social isolation amongst older people	200,000 older people in Scotland experience loneliness and social isolation.	'SOOPIR' bus - provides specialist transport for older people who have difficulty in accessing public transport, and feel unable to leave their home.
Social stigma and isolation for people living with dementia	90,000 people living with dementia in Scotland. 33% of people with dementia lost friends following a diagnosis. 40% of people living with dementia feel lonely.	'Tipi Project' – provides a tipi and wood burning stove in forest so that people with dementia interact outdoor in a stimulating environment.
Social stigma and isolation for people living with dementia	90,000 people living with dementia in Scotland. 33% of people with dementia lost friends following a diagnosis. 40% of people living with dementia feel lonely.	'Beer with Buddies' - room in a Dementia centre transformed into an alcohol-free pub. The space has been kitted out with typical pub-style tables and chairs.
Access to palliative care services for young people with life limiting conditions	In Scotland there are an estimated 15,404 children and young adults living with life limiting conditions.	'CHAS Community Pharmacy Network' - The network aims to support babies, children and young people with life-shortening conditions by providing timely access to specialist medicines and paediatric palliative care advice.

## 7.2 Leveraging additional funds to scale social innovations

Social innovations that have been developed in The Lens have leveraged additional investment of over £600,000 since 2015. Table 13 provides examples of social innovations that have secured additional investment.

- Some of the ideas won investment in the Lens final, whilst some did not. In total, £38,000 from the ideas below were secured at the investment day, with many going on to leverage an additional £645,000 from other sources to scale ideas.
- Many of the social innovations were incremental, secured small pots of money to help improve services and address local problems. Some ideas were able to secure big pots of money to tackle bigger social problems.

**Table 13: Example of the social innovations that have leveraged additional investments**

Project name	Details	Investment day outcome	Additional investment leveraged
Princes Trust Embedded Mental Health Support	This idea referred 88 young people during 6-month pilot, for mental health support from a qualified psychotherapist working for The Princes Trust. This gives quick effective relief from anxiety, OCD, traumatic events such as bullying, abusive relationships, allowing those young people to improve their mental health and achieve a higher outcome rate.	£18,000	£371,360
Over and Out	There is a lack of awareness and visibility of lesbian, gay, bisexual and transgender (LGBT) lived experience with dementia. To address this and overcome the barriers and inequalities that still exist for LGBT this idea expands the LGBTI Champions Network within Alzheimer Scotland, helping to create a culture of safety, comfort and inclusion.	£0	£143,000
Parent Ambassador: Parent's Involvement Throughout the CHAS Journey	The words "children's hospice" are scary words, especially when they are talking about your child. Parents are often afraid of the word, which puts them off going to CHAS. Personal experience is very powerful and parents who "have been there" can describe CHAS services and their impact more powerfully than CHAS staff. This idea uses parent ambassadors to promote the services, attending key meetings with staff to bring their unique perspective and help families understand the difference CHAS can make.	£0	£30,000
I Will Be There	Support people engaging with Renfrewshire Council services to coordinate and prioritise appointments, and enable personal control through the delivery of a pictorial diary application.	£0	£20,000
Branching Out	A loss and grief peer-group education programme, to reach more children by providing training and expanding the programme to support the parents and carers of young people.	£0	£17,000

Renfrewshire Interpreters Bank	Community interpreting and translation service to provide the necessary language support for those trying to access council services in a format which is inclusive, cost efficient and beneficial to the customer.	£5,000	£10,000
Cornerstone Gardening Club	Cornerstone Gardening Club allows people support to attend Springhill Community Garden and join with members of the local community in the activities. Access to a large garden, together with gentle exercise, fresh air and sunshine brings many benefits. The people supported become involved in a range of projects, such as planting, that they can see through from beginning to end, providing a sense of accomplishment and inclusion.	£5,000	£10,000
Empowering pupils and teachers to beat cancer	Cancer touches the lives of many young people affecting themselves, family members or friends. This idea provides education about cancer in school settings allowing young people to understand the disease and make healthy living choices.	£0	£10,000
Buddies Recycle	Provides a store for items that are sourced from abandoned tenancies and donations that can be passed on to service users to improve tenancy sustainment and reduce new tenant arrears.	£5,000	£9,000
Stirling Council Pre-loved School Clothing	Every year new school uniforms are purchased, with items going to waste as kids outgrow them. These costs cause stress for a lot of families, especially the 19% living in poverty, in Stirling. On top of this, each year the council waste thousands on processing textile waste. This idea creates a 'pre-loved uniforms' online store; a free, modern and eco-friendly way for families to donate and source good quality school uniforms.	£0	£8,000
Be Beautiful	Cancer treatment can change patients' skin tone, complexion and result in loss of eyebrows. This idea offers one-to-one make-up sessions giving patients confidence for big occasions.	£0	£5,000
Bridging the Communication Gap	A quarter of council staff are not office based, working hard to deliver services 'on the go'. These employees are required to make far more effort than others to access key information, and are less likely to pick up on essential staff alerts. With over 87% of adults having access to a smartphone, this app offers the solution, brings Stirling Council into 2019 as a modern employer, ensuring the workforce feels valued and connected.	£0	£4,750
Youth Participation Toolkit	There are many talented and articulate young people who can help improve the way in which services are designed and delivered. This idea brings the expertise in youth participation together into a handy toolkit, which will allow more meaningful ways to work with young people, training them as researchers and then policy makers.	£0	£4,000

Little Lamz	The summer house at Highland Hospice will be used as a space of remembrance, and allow young people to create pieces of artwork in memory of a loved one and will be filled with art supplies and materials. This space is not being seen as a place of sadness but a place of love and used to allow strength and community to grow.	£5,000	£2,000
Fruitful Stirling	The 500-1000 fruit trees in Stirling represents a free stock of healthy foods... each year the council spends over £10k disposing of this. The idea is a fruit tree map alongside fun opportunities for locals to help fruit pick for good causes. This tackles the issue of fresh food waste in Stirling by making sure that this fruit makes its way into schools, charities and food banks.	£0	£1,500
<b>Total</b>		<b>£38,000</b>	<b>£645,610</b>

## 8. Evaluating the Lens Programme

### 8.1 The benefits of The Lens programme

With comparison to the evaluation framework presented in section 2, table 14 summarises how the Lens delivers on the known benefits of intrapreneurship. Our evaluation finds:

- The Lens provides strong benefits to the workforce, with participants directly attributing the programme to increasing creativity and passion, increasing entrepreneurial abilities, increasing their overall skills capacity and self-confidence.
- The evaluation showed strong evidence for The Lens in increasing intrapreneurship through the development of new products and ideas for service delivery and helping to create new internal practices, processes and routines. These ideas helped to improve business performance, leveraged in additional funds and helped to create competitive advantage.
- There is weak evidence that the programme supports knowledge spillover, through the cross-collaborative nature of the shared programmes and the accelerator being run across participating organisations. There was strong evidence that the social innovations led to service reforms and improvements in the public and third sector.

**Table 14: Summary of The Lens benefits**

Intrapreneurship benefits	Evaluation attribution
<b>Workforce</b>	
Creativity and passion.	Strong direct
Increases innovation, risk-taking and proactive abilities in staff.	Strong direct
Increases the skills capacity.	Strong direct
Self-confidence of employees.	Strong direct
<b>Organisation</b>	
Increased intrapreneurship through new product development, discovering new markets and creating new products and processes.	Strong direct
Increases in business performance, growth and sustainability, and helps to achieve sustainable competitive advantage in volatile business environments.	Strong direct
Help to create new strategies and transform internal processes.	Mixed direct and indirect evidence
<b>Society</b>	
Increases knowledge spillovers which can promote research and development, innovation and entrepreneurship.	Weak evidence
Increases innovation in public and third sector services which can lead to service reforms and improvements.	Strong direct

## 8.2 Intrapreneurship antecedents and The Lens

With comparison to the evaluation framework presented in section 2, table 15 summarises what elements of the Lens programme contribute to facilitating intrapreneurship. Our evaluation finds:

- The Lens encourages supportive and transformational leadership through enabler workshops and working with the senior leader to delegate decision-making to front-line staff.
- The Lens programme encourages innovative organisational culture through idea generation and development workshops, the cross-departmental programme design and celebrating intrapreneurship through previous finalists being promoted as role models.
- The Lens encourages the investment in the professional development of front-line staff by providing funding, time, training resources and opportunities.

**Table 15: Summary of intrapreneurship antecedents and The Lens**

Intrapreneurship antecedents	The Lens activity
<b>Workplace</b>	
Supportive leadership fostering participation in generating and developing new ideas.	Enabler workshops, electing champions
Transformational leadership and setting clear goals and challenges for employees.	Encouraging senior leaders to delegate decision-making, programme participation challenges employees
Competitive strategies and strong desire from the organisation for innovation.	Idea generation and development workshops
Flexible work boundaries and employee autonomy.	Cross-departmental programme design.
Rewards and reinforcement.	Celebrating intrapreneurs, rewarding intrapreneurship with funding and empowerment
<b>Organisation</b>	
Engaging and empowering the workforce to innovate and take risks.	Enabler workshops, electing champions
Developing intrapreneur role models can spread entrepreneurial learning around the organisation.	Promoting previous year's winners in repeat cycles
Having an open and collaborative organisational environment.	Cross-departmental programme design
Organisations that provide resources (financial, time and employee initiatives)	The provision of funding in winning ideas, investment in time and professional development
<b>Society</b>	
Developing human capital through education programmes.	Programme of workshops
Developing social networks where intrapreneurs can collaborate and interact across organisations and industries.	Creating collaborative programmes, accelerator programme, networking

### 8.3 Quantifying the organisational impact of The Lens

Based on the evidence provided by Pot (2011) and the attribution that various participants made to the programme it is possible to provide estimates for the expected benefits an organisation can have for participating in The Lens (table 16). These estimates are likely to be stronger for organisations that go through multiple rounds of the Lens programmes compared to organisations that are just starting out in the programme.

- There was strong evidence that The Lens programme increased creativity, entrepreneurial skills and the development of new products or services to tackle social problems which increase innovation. There was also negative evidence of organisational issues when implementing these ideas. Pot (2011) highlights that organisations that participate in programmes that develop social innovation can see increases of up to 37%, it is estimated that The Lens could facilitate a 25% increase in innovation, if companies embrace implementation this could be higher.
- There was strong evidence that The Lens directly and indirectly impacted the development of workplace innovation and helped to improve communication and connection within an organisation, which facilitate productivity gains. There was weaker evidence that the Lens helped to improve organisational learning. Pot (2011) highlights that organisations that participate in workplace development programmes can see increases of between 9% and 22% in productivity. It is estimated that The Lens programme will facilitate a 15% increase in productivity.
- There was strong direct evidence that The Lens increased staff engagement, positivity, engagement, self-confidence, excitement and professional development opportunities. These factors reduce staff absenteeism and increase job satisfaction. Pot (2011) highlights that organisations that participate in workplace development programmes can see reductions in absenteeism by 35% and increases in satisfaction by 12%. It is estimated that The Lens programme will facilitate a 30% reduction in absenteeism and a 10% increase in satisfaction.

**Table 16: Estimates for expected business efficiency benefits**

<b>Evaluation outcomes</b>	<b>Lens Attribution</b>	<b>Business efficiency</b>	<b>Projected benefits*</b>
Creativity & idea generation skills	Mixed direct and indirect	Innovation	<b>25%</b>
Entrepreneurship skills	Strong direct		
Development of new products or services that tackle social problems	Strong direct		
Disconnect with senior leaders during implementation	Negative		
Development of new processes, practices and routines that solve internal problems	Mixed direct and indirect	Productivity	<b>15%</b>
Connecting organisation	Direct		
Organisational learning	Weak direct and indirect		
Staff engagement	Strong direct	Absenteeism reduction	<b>30%</b>
Positivity	Strong direct		
Self-confidence	Strong direct		
Excitement	Direct	Employee satisfaction	<b>10%</b>
Professional development	Strong direct		

\* Estimates based on Pot (2011), and not calculations of additionality.

## 9. Conclusions and recommendations

### 9.1 Summary of results

This review has found that The Lens provides benefits to the workforce, organisation and wider society. It does this through a detailed and intricate programme design, focusing on effecting change at multiple-levels of the organisation. The main strengths, weaknesses and opportunities of the programme are presented in table 17.

**Table 17: Programme evaluation summary**

<b>Strengths</b>
<ul style="list-style-type: none"> <li>▪ The design of the programme was intricate and detailed, focusing on direct outcomes (e.g., developing entrepreneurial skills amongst workforce) and more indirect facilitation (e.g., enabling work with middle managers).</li> <li>▪ The programme seemingly fitted a number of different organisational strategies for development. Rationale for engaging with The Lens included: assisting with restructuring, formalising and reinforcing workplace innovation practices, professional development, and developing social innovations to improve services.</li> <li>▪ Clear and strong direct evidence was found by participating front-line staff who developed entrepreneurship, leadership and presentation skills.</li> <li>▪ Strong evidence was found that the programme increased job satisfaction, self-confidence and passion amongst participants.</li> <li>▪ Direct and indirect evidence was found that the programme helped to develop practices, processes and routines that improved efficiency or solved internal problems.</li> <li>▪ Clear and strong direct evidence was found between The Lens process and the development of social innovations that provide solutions to health and social problems.</li> </ul>
<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>▪ Some participants highlighted the time commitments of developing the project, taking time out of their day to day job roles and personal life to develop ideas reduced engagement. Some would have benefits from more tailored workshops to higher skills levels.</li> <li>▪ Enablers (middle managers) also highlighted the resource constraints of front-line staff taking time away from their jobs.</li> <li>▪ Another challenge, highlighted across levels of the organisation, was leaders and middle management not supporting implementation, not enough planning and senior engagement, resource allocation or commitment.</li> </ul>
<b>Opportunities</b>
<ul style="list-style-type: none"> <li>▪ Whilst some direct and indirect evidence was found that The Lens stimulated workplace innovation (the development of new internal practices and processes) and incentivised organisational learning, there is opportunities to delivery these elements further.</li> <li>▪ There is also opportunity to improve joined-up thinking between intrapreneurs and leaders' post-investment day, as this was the biggest barrier faced when implementing ideas.</li> <li>▪ There is opportunity to scale localised social innovations across other regions of Scotland to maximise value to the public and third sector.</li> <li>▪ The Lens show significant evidence that they are able to facilitate the creation of social innovations that can tackle innovations. There is opportunity to expand the Lens reach to complimentary social challenges that governments are facing – such as the Just Transition to a net-zero economy.</li> </ul>

## 9.2 Recommendations for design and delivery

### Strategy formulation workshop

To meet the opportunities highlighted in table 16, it is recommended that a strategy formulation workshop be offered to participating organisations. This formulation workshop should take place before the investment day, and after the intrapreneur workshops.

It is recommended that the intrapreneurs, enablers, the champion, the CEO and their top team have the opportunity to formulate strategic options for implementing the idea later. The workshop would include:

- Creating options to contemplate the different tasks, projects, and subprojects that are involved during the implementation process. For instance, finding new and reorganising existing resources.
- These processes must be considered in relation to internal and external analysis of the organisation, the industry and the organisation aims.
- Various analytical tools can be used during the workshop including: scenarios planning, SWOT analysis and the Boston Consulting Group matrix.

### Strategy implementation workshop

It is also recommended that a strategy implementation workshop be offered to participating organisations. This workshop will help aligned all levels of the organisation behind a 'master plan' to help direct the implementation of ideas. This implementation workshop should take place after the investment day.

In this process the strategy is translated to actions that lead to attaining set objectives and goals. The strategy implementation duties are linked to the goals that the organisation pursues and the number of initiatives to be implemented. The workshop should include:

- The ideas to be taken forward programmed through milestones in order to track progress.
- Understanding and planning actions needed in relation to committing resources, establishing subunit policies and programmes, highlighting key employees and potential bottlenecks.
- Tools for using during the workshop include: ten-step business planning process, measurement and evaluation, road maps to achieve objectives, success criteria, and contingency planning.

## 9.3 Recommendations to maximise social impact

Looking ahead there is opportunity for the Lens to expand their programme to generate greater social impact. The evidence that was uncovered in this review highlights a strong impact internal to organisations which could be scaled to create wider social.

### ▪ **Knowledge transfer**

The Lens have a significant body of knowledge with regards to improving public services and workplace efficiencies. This is with regards to:

- Expertise with regards to training front-line staff in intrapreneurship and coaching organisations on how to create enabling environments for support.
- Detailed knowledge, experience and data into the attributes and facilitating factors that help to encourage innovative service design and delivery in the public and private sector.
- A network of intrapreneurs and innovative public and third-sector organisations, the social problems that are faced internally by organisations and wider regions.
- A knowledge bank of social innovations that can be used to solve complementary societal problems.

Disseminating this knowledge further afield would have wider social impact for public service reforms. In order to disseminate this practice, The Lens could look for knowledge exchange partners, and increase their awareness generating activities for the benefits of entrepreneurship and workplace innovation.

### ▪ **Scaling social innovation**

Many of the social innovations that were developed within the Lens have the ability to scale, not just within organisations but across sectors and to other social problems that are faced in Scotland.

Whilst many of the social innovations developed had an incremental impact on public sector work, these ideas can be replicated across further local authorities. Applying the knowledge that The Lens have developed with their idea generation training programme can be applied to offer a scale-up programme, aimed at replicating and scaling social innovations that have proven to work in local and intra-organisation across wider areas and regions.

### ▪ **Regional programmes**

Budget cuts within the public and third sector mean that organisations are looking to principles of new public management - collaborative partnership working and collective impact initiatives. The Lens, through their experience of cross-organisational programmes and cross body programmes in local authorities can target regional areas (for example, City Region Growth Deals).

Developing programmes that are geographically bound and span multiple organisations, from grassroots through to public sector, can connect different areas of society to tackle some of the biggest issues that Scotland are facing in new and novel areas. This has the potential to spread inclusive growth on a larger scale.

# List of references

- Amo, B. W. (2006). The influence from corporate entrepreneurship and intrapreneurship on white-collar workers' employee innovation behaviour. *International Journal of Innovation and Learning*, 3(3), 284–298.
- Antonicic, B., & Hisrich, R. D. (2001). Intrapreneurship: Construct refinement and cross-cultural validation. *Journal of Business Venturing*, 16(5), 495–527.
- Augusto Felício, J., Rodrigues, R., & Caldeirinha, V. R. (2012). The effect of intrapreneurship on corporate performance. *Management Decision*, 50(10), 1717–1738.
- Baronet, J., & Riverin, N. (2010). The impact of regional innovation systems on the level of corporate entrepreneurship activity. *International Journal of Entrepreneurship and Small Business*, 10(3), 359–385.
- Copestake, J., Morsink, M., & Remnant, F. (2019). *Attributing Development Impact: The Qualitative Impact Protocol Casebook*. Rugby: Practical Action Publishing.
- Criado-Gomis, A., Iniesta-Bonillo, M. Á., & Cervera-Taulet, A. (2018). Sustainable entrepreneurial orientation within an intrapreneurial context: effects on business performance. *International Entrepreneurship and Management Journal*, 14(2), 295–308.
- De Villiers-Scheepers, M. J. (2011). Motivating intrapreneurs: the relevance of rewards. *Industry and Higher Education*, 25(4), 249–263.
- Deprez, J., Leroy, H., & Euwema, M. (2018). Three chronological steps toward encouraging intrapreneurship: Lessons from the Wehkamp case. *Business Horizons*, 61(1), 135–145.
- Douglas, E. J., & Fitzsimmons, J. R. (2013). Intrapreneurial intentions versus entrepreneurial intentions: distinct constructs with different antecedents. *Small Business Economics*, 41(1), 115–132.
- Falola, H. O., Salau, O. P., Olokundun, M. A., Oyafunke-Omoniyi, C. O., Ibidunni, A. S., & Osibanjo, O. A. (2018). Employees' intrapreneurial engagement initiatives and its influence on organisational survival. *Business: Theory and Practice*, 19, 9.
- Haase, H., Franco, M., & Félix, M. (2015). Organisational learning and intrapreneurship: evidence of interrelated concepts. *Leadership & Organization Development Journal*, 36(8), 906–926.
- Halme, M., Lindeman, S., & Linna, P. (2012). Innovation for inclusive business: Intrapreneurial bricolage in multinational corporations. *Journal of Management Studies*, 49(4), 743–784.
- Lechevalier, S., Nishimura, J., & Storz, C. (2014). Diversity in patterns of industry evolution: How an intrapreneurial regime contributed to the emergence of the service robot industry. *Research Policy*, 43(10), 1716–1729.
- Manimala, M. J., Jose, P. D., & Thomas, K. R. (2006). Organizational constraints on innovation and intrapreneurship: Insights from public sector. *Vikalpa*, 31(1), 49–50.
- Martiarena, A. (2013). What's so entrepreneurial about intrapreneurs? *Small Business Economics*, 40(1), 27–39.
- McMullan, E., Chrisman, J. J., & Vesper, K. (2001). Some problems in using subjective measures of effectiveness to evaluate entrepreneurial assistance programs. *Entrepreneurship Theory and Practice*, 26(1), 37–54.
- McMurray, A. J., Islam, M. M., Sarros, J. C., & Pirola-Merlo, A. (2013). Workplace innovation in a nonprofit organization. *Nonprofit Management and Leadership*, 23(3), 367–388.
- Orchard, S., Ribiere, V., & Achtzehn, D. (2018). The Influence of the Leader and Led Relationship on the Intrapreneurship Environment in UK Smes. *Academy of Entrepreneurship Journal*, 24(3), 1–

19.

- Park, S. H., Kim, J.-N., & Krishna, A. (2014). Bottom-up building of an innovative organization: Motivating employee intrapreneurship and scouting and their strategic value. *Management Communication Quarterly*, 28(4), 531–560.
- Pol, E., & Ville, S. (2009). Social innovation: Buzz word or enduring term? *The Journal of Socio-Economics*, 38(6), 878–885.
- Pot, F. (2011). Workplace innovation for better jobs and performance. *International Journal of Productivity and Performance Management*, 60(4), 404–415.
- Pot, F., & Vaas, F. (2008). Social innovation, the new challenge for Europe. *International Journal of Productivity and Performance Management*, 57(6), 468–473.
- Razavi, S. H., & Ab Aziz, K. (2017). The dynamics between entrepreneurial orientation, transformational leadership, and intrapreneurial intention in Iranian R&D sector. *International Journal of Entrepreneurial Behavior & Research*, 23(5), 769–792.
- Rivera, M. J. (2017). Leveraging innovation and intrapreneurship as a source for organizational growth. *International Journal of Innovation Science*, 9(2), 137–152.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580–607.
- Skarmeas, D., Lisboa, A., & Saridakis, C. (2016). Export performance as a function of market learning capabilities and intrapreneurship: SEM and FsQCA findings. *Journal of Business Research*, 69(11), 5342–5347.
- Staub, S., Nart, S., & Dayan, H. (2019). The Role of Supportive Leader in Influencing Intrapreneurship and Innovation: A Study on the Printing Houses in Topkapi, Istanbul. *International Journal of Innovation and Technology Management (IJITM)*, 16(04), 1–11.
- Totterdill, P. (2015). Closing the gap: The fifth element and workplace innovation. *European Journal of Workplace Innovation*, 1(1).
- Turro, A., Alvarez, C., & Urbano, D. (2016). Intrapreneurship in the Spanish context: a regional analysis. *Entrepreneurship & Regional Development*, 28(5–6), 380–402.
- Wakkee, I., Elfring, T., & Monaghan, S. (2010). Creating entrepreneurial employees in traditional service sectors. *International Entrepreneurship and Management Journal*, 6(1), 1–21.
- Weisbord, M., & Janoff, S. (2005). Faster, shorter, cheaper may be simple; it's never easy. *Journal of Applied Behavioral Science*, 41(1), 70–82

# Annex: Learning cases

## Lens Impact Case Study: Young Enterprise Scotland

Young Enterprise Scotland participated in the 2019 Lens Shared Programme along with Columba1400 and Highland Hospice. This case study reflects their experiences and the impact that the programme had on their employees and enhancing their innovation culture.

### **Young Enterprise Scotland: An entrepreneurial-driven organisation**

Young Enterprise Scotland are an entrepreneurial organisation that understands the value of all their employees. They offer enterprise and entrepreneurship programmes and development opportunities for young people across Scotland.

They have an energetic work culture that encourages creativity and innovation at all levels. By continuously investing in the professional development of their staff they encourage idea generation to improve the delivery of their services and the efficiency of their organisation.

---

“The good ideas come from both the top and the lower reaches of the organisation, where people are engaging with the front-line issues.”

Senior Leader, Young Enterprise Scotland

---

### **Working with The Lens: Motivations and Expectations**

Young Enterprise Scotland engaged with The Lens Shared Programme to extend the entrepreneurial culture that they had built within their organisation. The Lens was a means to formalise some of their innovation practices.

A major motivation was also to continue to invest in the professional development of their staff. They believed the formal structure of the Lens programme was an opportunity to bring their staff engagement to the next level.

---

“It was a good way to be entrepreneurial in practice, because we get in there and preach to everybody about enterprise and entrepreneurship. So, the link between what we do out there and being able to do something like the shared programme internally for entrepreneurship was a no brainer.”

Senior Leader, Young Enterprise Scotland

---

The expectations of the senior leadership team for the programme were for staff to engage by developing new skills, knowledge and having a platform to showcase their creativity and innovation. They were also looking to improve teamwork and cross-organisation connections, as well as generating good quality ideas that could be considered to improve their services.

### **Impact of the Lens: Staff development and engagement**

The Lens' structured programme of workshops, support and engagement designed to develop and refine ideas directly increased the confidence and skills amongst participants, including:

- ✓ Increasing innovative and creative idea skills
- ✓ Increasing presentation and storytelling skills
- ✓ Increasing participants understanding of markets and customer needs
- ✓ Increasing analytical and critical decision-making skills
- ✓ Increasing teamworking and communication skills
- ✓ Increased staff confidence in their abilities

These skills can be transferred into the everyday job roles of participants. The social nature of the shared programme also helped participants to build confidence through interacting with peers from other organisations. This also encouraged the transfer of knowledge as participants got to learn about the approaches of other organisations.

The Lens programme also facilitated wider staff engagement, which included:

- ✓ Increasing passion and commitment for their work
- ✓ Feeling valued by organisation
- ✓ Staff awareness of wider organisational elements
- ✓ Gaining empathy and understanding of wider staff roles
- ✓ Challenging non-engaged staff to move out of their comfort zone

### **Impact of the Lens: Organisation culture and innovation**

The programme facilitated several benefits for the organisational culture. This included:

- ✓ Creating a collective sense of enthusiasm and excitement
- ✓ Improving communication across the organisation
- ✓ Incentivising a creative and innovative atmosphere
- ✓ Encouraging non-engagers to participate in workplace innovation and entrepreneurship

The shared nature of the programme with other organisations also encouraged cross-organisation learning and collaboration with service activities and personal development opportunities.

Additionally, the structured programme of workshops, support and engagement led to the development and refinement of social innovations that can improve the service delivery of YES. The ideas that developed within the programme met social problems. One idea that was funded addressed a social problem in education, by tackling the skills gap which sees less women going into technology fields.

The full Lens scorecard for its engagement with Young Enterprise Scotland is presented below.

## Scorecard: Young Enterprise Scotland

### Key

**Programme Drivers** = Elements of the Lens programme that led to intervention for employees, organisation or social innovations

**Outcomes** = What occurred as a result of the Lens programme

**Attribution** = What the relationship between the programme drivers and the outcomes were

**Explicit** = An novel outcome that occurred because of the Lens programme, that would not have happened without the intervention.

**Implicit** = An outcome that was facilitated or benefited from the Lens programme but might have occurred to some extent otherwise.

**Neutral** = An outcome that occurred simultaneously to the Lens programme that could neither be nor could not be attributed to the intervention.

**Negative** = An negative outcome of the programme that resulted either directly or in-directly because of the Lens intervention.

✓ = 1 count

### Scorecard

Programme Drivers		Outcomes	Attribution			
			Explicit	Implicit	Neutral	Negative
<b>Employees:</b>						
Developing ideas through programme of workshops	Participants becoming more confident	✓✓				
	Developing presentation skills	✓				
	Developing creative and innovative ideas	✓✓				
	Understanding markets and customers of organisation better	✓				
	Learning analytical skills by refining and improving ideas	✓✓				
Participation and being encouraged to participate in the programme through Lens communication and early workshops	Passion and commitment for work		✓			
	Feeling valued by organisation		✓			
	Staff awareness of wider organisation elements		✓			
	Encouraging non-engagers to come forward		✓			
	Moving staff out of comfort zone	✓				
Promotion of programme through enablers, champions and awareness raising	Encourages engagement and participation in programme		✓✓			
	Moving employees out of comfort zone		✓			
Learning to pitch an idea through storytelling workshop, pitch practice and final pitch day	Communication and presentation skills	✓				
	Professional and personal confidence building	✓✓✓✓				

	Learning how to communicate ideas efficiently	✓✓			
Developing and refining an idea in workshops through peer support	Developing teamwork and communication skills	✓			
	Gaining empathy and understanding for other people's roles		✓		
	Gaining confidence in own ideas	✓			
	Feeling secure and confident about idea	✓			
Judging ideas and getting feedback on pitching	Develop resilience and determination		✓		
	Gaining empathy and understanding for other people's roles	✓	✓		
	Improved decision-making capabilities	✓✓	✓		
Engaging with other organisations in shared programme	Confidence building through social interaction	✓✓			
	Knowledge transfer – learning about other organisation approaches	✓			
Practicing pitching, developing and evaluation ideas outwit Lens programme	Time consuming and taking time away from everyday jobs			✓	✓✓✓✓
One-on-one coaching and mentoring during and after programme with Lens staff	Developing confidence	✓			
<b>Organisation:</b>		<b>Explicit</b>	<b>Implicit</b>	<b>Neutral</b>	<b>Negative</b>
Investment day	Collective enthusiasm and excitement	✓			
Developing ideas through programme of workshops	Development of strong ideas that can attract funding and meet client demands	✓✓✓✓			
	Incentivising creative and innovative 'atmosphere'		✓		
Engaging with other organisations in shared programme	Joint personal development opportunities increase resources and tools able to offer employees		✓		
	Cross-organisation working, maximising value of activities	✓	✓✓		
	Organisational learning about best practice	✓	✓		
Post final investment day	Some finalists demotivated not to be taking ideas forward			✓	
	Implementation and ideas not taken forward to service delivery			✓✓✓✓	
Developing positive role models for entrepreneurship within organisation	Encouraging non-participants to engage in innovation and entrepreneurship		✓		
Working across the organisation	Improved collaboration and communication		✓		

Lens mentoring support post-final	Overcoming challenges to implementation		✓✓		
Communication and promotion by Lens and YES	Staff enthusiasm and excitement		✓		
<b>Social innovation:</b>		Explicit	Implicit	Neutral	Negative
Implementing idea developed during Lens programme	Addressing social problem – skills gap with women going into technology fields	✓			
<b>Overall Score</b>		<b>34</b>	<b>21</b>	<b>6</b>	<b>4</b>

## Lens Impact Case Study: Scottish Enterprise

Scottish Enterprise participated in a Lens Programme in 2019. This case study reflects upon their experiences and how they worked hand-in-hand with The Lens to stimulate workplace innovation.

### Scottish Enterprise: Disruption through workplace innovation

Scottish Enterprise is Scotland's national economic development agency. They offer business support through funding and advisory services to businesses looking to grow, innovate, export and create high quality jobs.

A change in leadership and strategic direction brought about an ambition to drive workplace innovation. This was a feeling shared by senior leaders and front-line staff. The motivation was to become more efficient and streamline operations.

---

"There was a fear of failure as a culture. It was driving the organisation. As a consequence, our structures, processes, organisational shape had been fundamentally designed to avoid risk, and therefore avoid failure. And the staff were very clear that they want to change from that context. So, for me and for that to change both at a systems level, i.e., to reduce bureaucracy, to streamline decision making, then part of that was about the empowerment of people."

Senior Leader, Scottish Enterprise

---

Senior leaders aimed to do this by engaging and empowering front-line staff. They felt that the risk-averse and bureaucratic organisation culture restricting the entrepreneurial talents of their staff. One of the main motivations for engaging with The Lens was to unlock this potential and align the organisation with new strategic priorities.

---

"The Chief Executive has always wanted to drive internal innovation and was keen that we used as much as possible, the range of smart people that we have in Scottish Enterprise to contribute to the development of products and services, efficiency and effectiveness. But also, how we get behind our new strategic framework. He was the big driver for it."

Senior Leader, Scottish Enterprise,

---

## Empowering and engaging with staff

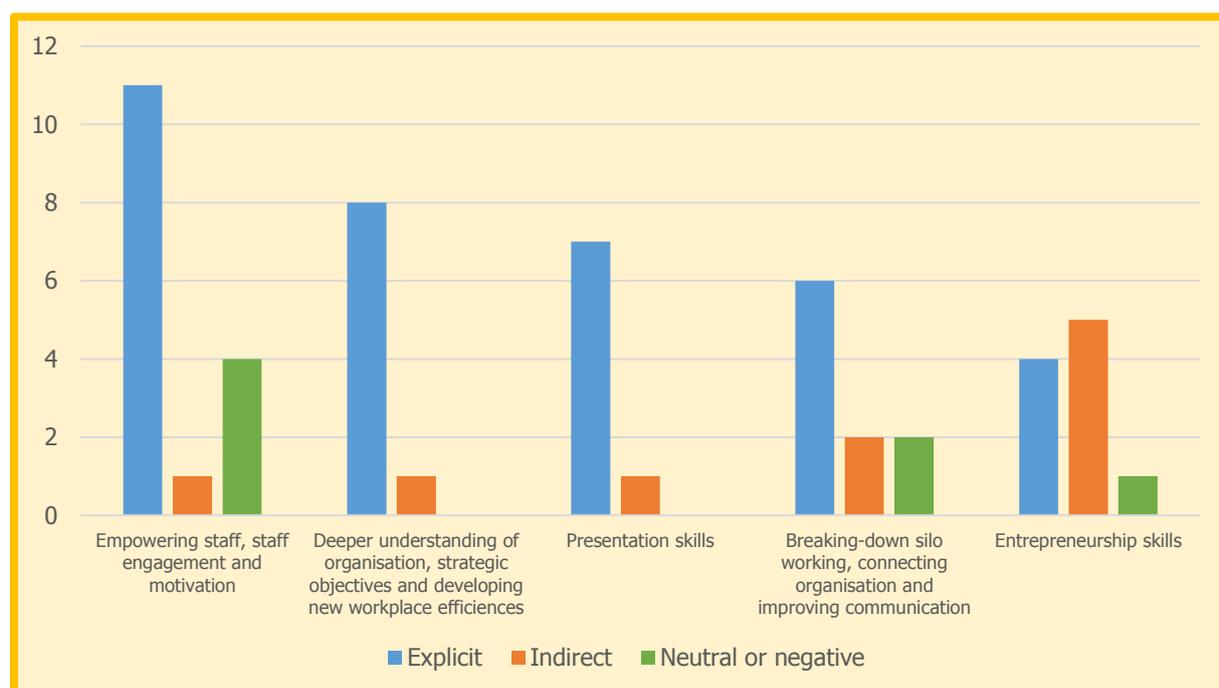
The Lens programme provided opportunity for staff to engage with their entrepreneurship and creativity. It provided them with the chance to generate ideas and have a stronger voice in the organisation. Through the Lens workshops, staff were able to utilise and develop new skills by developing, refining and critically analysing ideas for internal and service delivery innovation. Many participants also developed their presentation skills.

Through participation in The Lens, front-line staff found explicit impact on a number of important factors that facilitate workplace innovation, including:

- ✓ Increased feelings of empowerment and a stronger voice in the organisation. Participants felt motivated to apply their entrepreneurial skills to developing new products, services and processes for the organisation.
- ✓ Many developed a deeper understanding of the organisation's strategic objectives and were able to develop new efficiencies to help change the culture of the organisation.
- ✓ Several highlighted how the programme allowed them to move out of their work silos and were able to connect with other units of the organisation.

Figure 1 presents the different attribution that participants gave The Lens to various elements of development. Explicit attribution shows a clear link to the programme, whilst implicit attribution shows The Lens helped to facilitate development. Neutral or negative counts are given when a participant does not attribute any development to The Lens programme, or demonstrated a negative impact.

**Figure 4: Empowering the workforce within Scottish Enterprise**



### Developing internal efficiencies

Many of the ideas that were developed during the programme contributed to improving organisation efficiencies and operations. They were able to streamline services, improve communication, provide technology solutions to internal challenges, and give greater voice and autonomy to staff.

- **'Topical podcasts'**

This idea followed on from the Building Scotland's Future Together conference, in which academia and practice share thinking and topical conversations. The idea aimed to extend this conversation through a podcast. This aim was to share good news and celebrate good practice around the organisation, and reach out to external stakeholders and clients.

- **'Citizens panel'**

This idea setup a panel to give voice to a wider range of staff, allowing them to contribute to develop ideas and strategic initiatives for Scottish Enterprise to take forward.

Several ideas that were developed aligned with Scottish Enterprise's new inclusive strategic direction, and current political focuses.

- **'Community economic development deals'**

An idea to ensure that a proportion of the millions invested in City Region Deals was being diverted to deprived areas. The idea packaged 'community deals' for R&D investment and capital investment to support local companies, drive growth and create jobs.

- **'Prison entrepreneurship'**

Aligning with the inclusive entrepreneurship agenda, this idea looked to extend enterprise education and training programmes to help reform and engage with people in prison.

These ideas, developed through empowering staff, were understood to have great potential by senior leaders of Scottish Enterprise. They believed that by embedding and scaling these innovative ideas that they would see great impact on the organisation's productivity.

---

"I think some of them very simple ideas, with a bit of support, would have a massive impact on our operations. So, some of them are going to enhance our coms or communication amongst staff, which, in itself, will add to productivity. And so, yes, to answer your question, I think the potential from the group of ideas we've supported could have a tremendous impact."

Senior Leader, Scottish Enterprise

---

## Lens Impact Case Study: Renfrewshire and Stirling Councils

Renfrewshire and Stirling councils have both participated in two rounds of Lens programmes, individually. This case study reflects on both their experiences and the impact that the programme had on improving and innovating public service delivery.

### Increasing innovation in local councils

Senior Leaders in Renfrewshire and Stirling council recognised the need and importance of being entrepreneurial and developing social innovations to create new and improved public services. Both organisations used The Lens programme as part of a number of organisational changes to encourage and incentivise entrepreneurship, internally and externally. The motivation was to engage with front-line staff, using The Lens programme to empower staff to come-up with new and efficient social innovations.

---

“It was part of a broader context of a drive for Stirling to become more entrepreneurial. So, it wasn’t that it was done in isolation. It was done amongst a whole range of other interventions, which provided a platform for staff to design and present their new ideas, which would have a positive impact on the Stirling customer journey.”

Senior Leader, Stirling Council

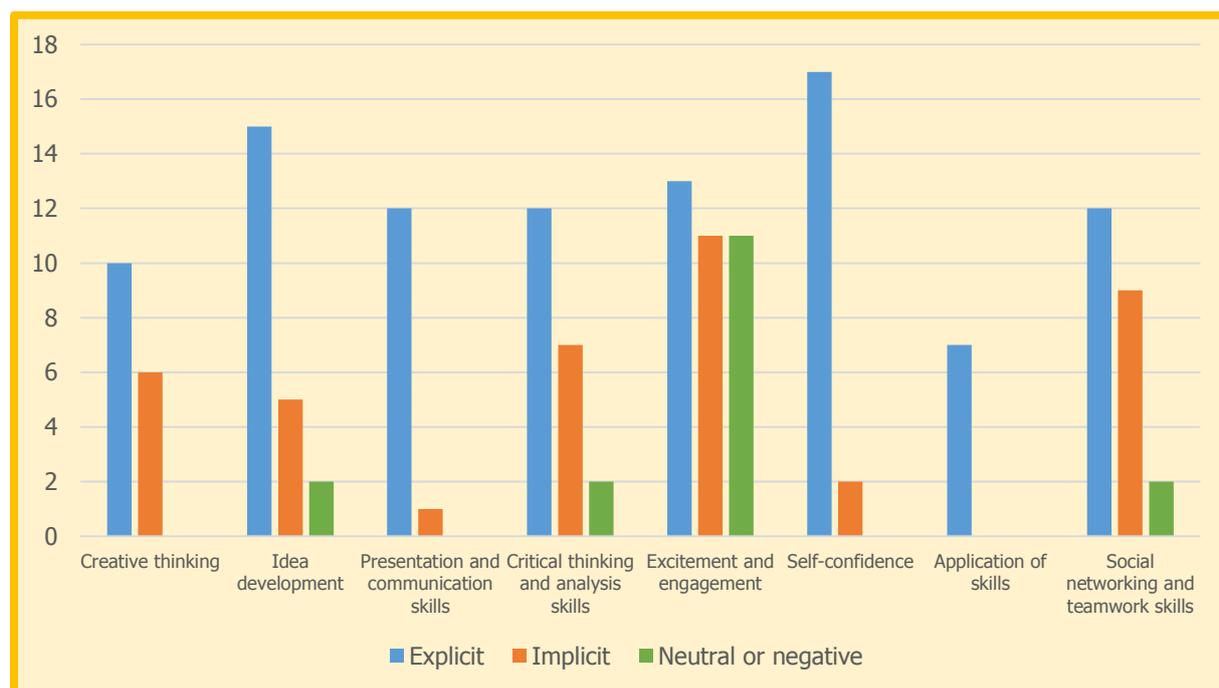
---

### Empowering staff with entrepreneurship skills

The Lens programme was able to develop the entrepreneurial skills of front-line staff. Through the structured series of workshops, and enabling work that Lens do with the organisation, participants developed the requisite skills needed to innovate.

Participants explicitly attributed The Lens with increasing their creative thinking, idea development, presentation and communication, critical analysis and teamwork skills. These skills are known to be important for develop entrepreneurial thinking in organisations. Furthermore, The Programme helped a lot of front-line staff to develop their self-confidence and apply the skills they learnt into their own professional development.

Figure 1 below shows the counts for the number of times participants attributed The Lens to a change in their skill levels. Explicit attribution shows a clear link to the programme, whilst implicit attribution shows The Lens helped to facilitate the development of a skills. Neutral or negative counts are given when a participant does not attribute a skill to The Lens programme, or demonstrated a negative impact on the skill.

**Figure 5: Evidence of The Lens programme upskilling front-line staff**

### Generating social innovations to improve public services

The increases in the entrepreneurial skills of staff resulted in the development and delivery of a number of social innovations. Social innovations are new products or services that address social needs and problems. Front-line staff of Renfrewshire and Stirling council developed a number of innovations that can be used to tackle some of Scotland's biggest social issues.

Examples of social innovations include:

- **'Pre-loved'** – an online reusable school uniform platform, that accepts uniform donations, launders and ships to peoples address free of charge. This social innovation looks to address child poverty and, specifically, uniform poverty. 24% of children live in poverty in Scotland, with the Scottish Government committed to providing £120 million to tackle this.
- **'Direct Funerals'** – where the council take on the added services of funeral directors to cut the cost of a funeral in half. This social innovation looks to address funeral poverty. 5,500 families per year struggle to pay average funeral cost of £3,600 – a £20 million social problem.
- **'Renfrewshire Language Bank'** – consisting entirely of local residents, the Bank provides the necessary language support for those struggling with English. This social innovation looks to tackle the problem that many residents face in Scotland of not having English as a first language. 6.2% of Scotland's population have some weakness with the English language. This equates to 19,000 pupils who have English as a second language in schools.

- **'Community Caddies'** – which gives equipment to local groups and volunteers to allow them to carry out work in their neighbourhood.  
This social innovation looks to tackle the problem of littering in local communities. 15,000 tonnes of litter are collected every year in Scotland, costing about £46 million to clean-up.
- **'SOOPIR' bus** – which provides specialist transport for older people who had difficulty in accessing public transport, and feel that they are unable to leave their homes.  
This social innovation looks to tackle social isolation amongst older people. 200,000 older people in Scotland experience loneliness and social isolation.

Although each innovation has been implemented locally by the councils, they all have potential to scale. Many have attracted the attention of the Scottish Government and other national organisations who see the potential of national roll-out.

## Lens Impact Case Study: Alzheimer Scotland

Alzheimer Scotland participated in Lens Programmes in 2017, 2018, 2019 and 2020. This case study reflects their experiences and the impact that the programme had on their employees, service delivery, organisation restructuring and enhancing their innovation culture.

### Alzheimer Scotland: Transition to an innovative organisation

Alzheimer Scotland is Scotland's national dementia charity who are heralded for being at the forefront of innovation and transformation for people living with dementia. Over the last decade they have transformed policy and services aimed at supporting people with dementia through community-based social innovations, policy innovation and workplace innovation approaches and practices.

By transitioning to an innovation-purpose driven organisation they have transformed their organisational culture. They are now a connecting and collaborative organisation that celebrates innovation through encouraging new ideas for service delivery and creative workplace practices. The Lens played a large part in this transformation.

---

"Very clearly what I wanted to do was to give people something that looked beyond the horizon of where they were... The models that we had been working on, that approach to home care, which was getting really delivered by contracts as opposed to creativity."

"The void that that was going to leave, for me, had to be filled by generating this creativity. And starting to think about... Not think about a contractual basis for things, but think about a need basis, an innovation basis, using all our resources and skills in a much more effective way."

Senior Leader, Alzheimer Scotland

---

### Working with The Lens: Motivations and expectations

Alzheimer Scotland engaged with The Lens to help cement their vision of becoming an innovation-driven organisation. The Lens was a means to stimulate and embed innovation practices within.

A major motivation was also to continue to invest in the professional development of their staff. They believed the formal structure of the Lens programme was an opportunity to bring their staff engagement to the next level and develop future leaders in the organisation.

The expectations of the senior leadership team for the programme were twofold. First, they wanted a stimulus to unlock employee talents and have a platform for their creativity and innovation to come to the forefront of the organisation. Second, they wanted a vehicle to help the organisations transformation that was appealing and engaging for staff and could bind organisation units together, in a time of disruption.

---

“We wanted something that would be a vehicle for transformation but also that having had this major structural change, we could come in with something that was appealing, engaging, warm, inviting, a bonus for people. So not just you have an idea, you would actually get some real money to support your idea.”

“We needed something that would help us get over the disruption but also be a nice positive thing going on over there. So, The Lens has had a dual purpose for us. It’s positive, engaging in and of itself, but it’s also part of our transformation programme to really modernise Alzheimer Scotland.”

Senior Leader, Alzheimer Scotland

---

### **Impact of the Lens: Developing professional leaders and engaging staff**

The Lens’ structured programme of workshops, support and engagement, designed to develop and refine ideas, directly resulted in improving staff motivation and commitment, including:

- ✓ Increases staff engagement and excitement to be at work
- ✓ Increases in staff feeling valued by the organisation
- ✓ Increases in passion for jobs
- ✓ Increases in confidence and self-belief

The structured programme of workshops and training, and the cross-organisational networking opportunities that this programme provided, directly increased several specific skills for staff, including:

- ✓ Presentation skills
- ✓ Idea generation and development skills
- ✓ Critical analysis skills
- ✓ Teamwork skills
- ✓ Communication skills

Several additional skills were also developed which helped proactivity and productivity within the organisation, these included:

- ✓ Learning about and engaging with other organisation units, processes and operations
- ✓ Learning to be flexible and adaptable to help deal with organisational change
- ✓ Awareness of wider strategic priorities
- ✓ Breaking down siloed thinking and creating cross-collaborative practices
- ✓ Learning about other people’s roles and challenges

This skills development facilitated the development of future organisation leaders and has provided continuous professional development opportunities for participants. The skills that they have developed transferred outwit the Lens into participants job roles. The Lens programme has facilitated:

- ✓ Leadership and management skills

- ✓ Application of storytelling and presentation skills in everyday jobs and promotion opportunities
- ✓ Application of skills and knowledge
- ✓ Making professional connections
- ✓ Increasing employees' opportunities for development

---

If I hadn't have pushed myself outside my comfort zone back then, I really don't believe that I would be where I am now in my career. I have progressed quite a lot in a short space of time from the encouragement initially from Lens, in terms of my own development. So, I've gained a lot from personal development as well.

Intrapreneur, Alzheimer Scotland

---

### **Impact of the Lens: Improving workplace innovation**

The Lens programme directly produced several benefits to the innovation culture of Alzheimer Scotland. This included:

- ✓ Connecting organisational units together to create collaboration and cohesion
- ✓ Increasing communication and improving workplace practices and processes
- ✓ Increasing flexibility in workplace practices and processes
- ✓ Embedding creative and innovative thinking in the workplace
- ✓ Staff understanding the organisations needs and strategies better
- ✓ Identifying gaps and opportunities in localised service delivery

The Lens programme also generated a positive atmosphere in the organisation with previous Lens finalists acting as role models to encourage creative and innovative ideas.

Additionally, the continued engagement with the Lens programme led to the embeddedness of innovative practices in the organisation. Through participation in the programme there was an abundance of skilled workers and a catalogue of social innovations. This formed the crux for an innovation development team, working across the organisation in a matrix structure to embed innovation in services and workplace practices.

---

In the Lens, when we did the Beer with Buddies, and the Lens project came in, it brought a full kind of spark to the team. It brought a whole positive vibe within our locality, and within our office space that brought on a few changes within itself... For instance, staff are now thinking well we could do this, or we could do this. Not big giant projects like we need to apply for funding for, but just little changes. Little positive things in shaping the way that we do, shaping the creativity in us, and giving people a wee bit more confidence to step forward with that idea a wee bit.

Intrapreneur, Alzheimer Scotland

---

### **Impact of the Lens: Developing and scaling social innovations**

The structured programme of workshops, support and engagement led to the development and refinement of social innovations that improved the service delivery of Alzheimer Scotland. These innovative ideas created significant health and social benefits to people living with dementia.

Through the idea generation and refinement workshops, participants developed a deep understanding of their customer needs that turned into several social innovations, with the potential to scale and impact the lives of people living with dementia.

One idea, aimed at reducing social stigma and increasing mental wellbeing, saw a finalist team transform an area in a resource development centre into a bar. This attracting a lot people living with dementia, and their loved ones, into a fun and stigma free environment which combatted social isolation. This idea is currently being rolled out across Scotland.

---

Our project only started off in Paisley, but now we are working on rolling it out across the organisation. With the aim of having a Beer with Buddies within every locality within Alzheimer Scotland, so that it becomes part of the offer that Alzheimer Scotland has. We are in the very early stages of securing funding to start rolling that out.

Intrapreneurs, Alzheimer Scotland

---

Another idea aimed at stimulating cognitive ability through an outdoor tipi project. This idea was grounded on evidence that people with dementia benefit from being outside in nature as it carries multiple health benefits. The idea sees people with dementia doing different activities, learning new skills and taking walks in the surrounding woodlands, whilst being nearby to the comfort and safety of the Tipi and log fire.

This idea is now being celebrated as a great practice. Being recognised by wider audiences out with Scotland at the 2019 Alzheimer Europe conference and being a feature on BBC Two Springwatch programme.

---

She was at the Alzheimer Europe conference, month before last, in October. And she was making a presentation on The Tipi Project. And she won second prize for the best poster presentation on the actual project in Europe. That type of thing, which got its funding through The Lens, is being recognised as a great development.

Intrapreneur, Alzheimer Scotland

---

The full Lens scorecard for its engagement with Alzheimer scorecard is presented below.

## Scorecard: Alzheimer Scotland

### Key

**Programme Drivers** = Elements of the Lens programme that led to intervention for employees, organisation or social innovations

**Outcomes** = What occurred as a result of the Lens programme

**Attribution** = What the relationship between the programme drivers and the outcomes were

**Explicit** = An novel outcome that occurred because of the Lens programme, that would not have happened without the intervention.

**Implicit** = An outcome that was facilitated or benefited from the Lens programme but might have occurred to some extent otherwise.

**Neutral** = An outcome that occurred simultaneously to the Lens programme that could neither be nor could not be attributed to the intervention.

**Negative** = An negative outcome of the programme that resulted either directly or indirectly because of the Lens intervention.

✓ = 1 count

### Scorecard

Programme Drivers		Outcomes	Attribution			
Employees:			Explicit	Implicit	Neutral	Negative
Enabler workshops and promotional work	Increasing staff engagement and excitement	✓✓✓				
	Increase feelings of staff being valued	✓				
	Staff did not continue in the programme because they thought it was competitive					✓
Workshops and training	Presentation skills	✓✓✓✓				
	Generation and developing ideas	✓✓✓✓				
	Increasing staff confidence	✓✓✓✓✓ ✓✓				
	Passion for job	✓✓✓				
	Critical reasoning and analysis and question-asking skills	✓✓				
	Learning and engagement with other organisational elements	✓✓				
	Learning how to be flexible and dealing with change	✓				
	Teamwork skills	✓✓✓				
	Communication skills	✓✓				
Cross-departmental networking and peer support	Removes role barriers and allows people to see outside scope of their role	✓				
	Awareness of wider strategic priorities	✓				
	Breaking down silo thinking	✓				
	Generating and refining ideas	✓✓				

	Critical thinking skills	✓			
Developing intrapreneurial role models	Wider staff engagement		✓		
Judging panel and workshops	Critical reasoning and analysis and question-asking skills	✓✓			
	Confidence building	✓			
	Continuous professional development opportunities	✓			
	Engaging with front-line staff	✓			
	Judges unaware of how ideas are developing until judgement day			✓	
The Lens final	Feeling inspired and passionate	✓✓			
Mentoring	Motivation to implement ideas	✓			
	Making professional connections	✓			
Compatibility and compliments with other organisation development programmes	Staff engagement and developing future leaders	✓			
'Homework'	Time consuming			✓✓	✓
Applying skills outwit Lens	Applying pitching skills to talks, presentations and job opportunities	✓	✓		
	Developing confidence and self-belief		✓		
	Applying skills and knowledge to work role		✓		
Overall Lens process	Upskilling staff	✓			
	Increasing employees' opportunities and voice	✓✓			
	Pushing staff out of comfort zone	✓			
<b>Organisation:</b>		<b>Explicit</b>	<b>Implicit</b>	<b>Neutral</b>	<b>Negative</b>
Idea generation	Facilitating localised approaches to service delivery		✓		
	Identifying gaps and opportunities at ground level	✓			
Programme of workshops, training and networking opportunities	Connecting organisational units together	✓✓✓			
	Positive atmosphere		✓		
	Understanding organisation needs and strategy	✓			
Lens promotional campaign	Buy-in from middle management				✓
Time consumption of staff engagement	Buy-in from middle management				✓
Peer learning and support	Positive atmosphere		✓		
Disruptive force of Lens programme	Increase flexibility in internal processes	✓			
	Changes to workplace practice and communication	✓			
Developing intrapreneurial role models	Creation of an innovation development team to scale social innovations		✓		
	Engaging with wider staff		✓		
Post-final implementation	Connecting organisational units together whilst implementing ideas	✓			

	Potentially good ideas not being developed			✓	
Year on year Lens programmes	Embedding creative and innovative thinking within the organisation	✓✓✓			
	Senior leaders able to empower staff to incorporate processes and improving practices		✓		
<b>Social innovation:</b>		<b>Explicit</b>	<b>Implicit</b>	<b>Neutral</b>	<b>Negative</b>
Idea generation and refinement workshops	Improving services by developing social innovations that meet customer needs	✓✓✓✓✓			
	Developing services with health benefits and destigmatising dementia	✓✓			
	Creating international leading practices for service delivery	✓			
Implementing idea developed during Lens programme	Scaling of ideas across different localities		✓	✓	
<b>Overall Score</b>		<b>72</b>	<b>11</b>	<b>5</b>	<b>4</b>

---

<sup>i</sup> Icons available from [www.flaticon.com](http://www.flaticon.com)

<sup>ii</sup> Icons available from [www.flaticon.com](http://www.flaticon.com)