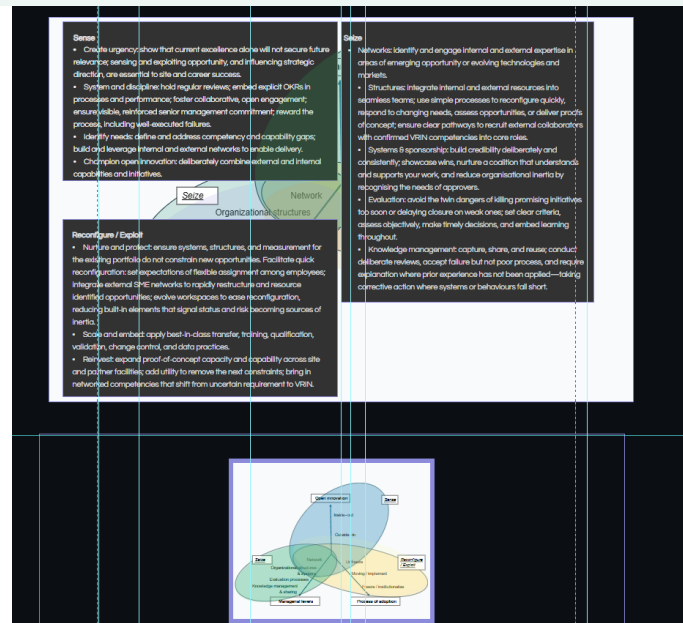


Open Innovation Framework - Reference

Chiaroni framework plus expanded Sense / Seize / Reconfigure content

This handout combines the Chiaroni open innovation framework visual used on the page with the expanded content shown in the overlaid Sense / Seize / Reconfigure boxes.



Open innovation framework with expanded overlay content

Sense

- Create urgency: show that current excellence alone will not secure future relevance; sensing and exploiting opportunity, and influencing strategic direction, are essential to site and career success.
- System and discipline: hold regular reviews; embed explicit OKRs in processes and performance; foster collaborative, open engagement; ensure visible, reinforced senior management commitment; reward the process, including well-executed failures.
- Identify needs: define and address competency and capability gaps; build and leverage internal and external networks to enable delivery.
- Champion open innovation: deliberately combine external and internal capabilities and initiatives.

Seize

- Networks: identify and engage internal and external expertise in areas of emerging opportunity or evolving technologies and markets.
- Structures: integrate internal and external resources into seamless teams; use simple processes to reconfigure quickly, respond to changing needs, assess opportunities, or deliver proofs of concept; ensure clear pathways to recruit external collaborators with confirmed VRIN competencies into core roles.
- Systems and sponsorship: build credibility deliberately and consistently; showcase wins, nurture a coalition that understands and supports your work, and reduce organisational inertia by recognising the needs of approvers.
- Evaluation: avoid the twin dangers of killing promising initiatives too soon or delaying closure on weak ones; set clear criteria, assess objectively, make timely decisions, and embed learning throughout.

- Knowledge management: capture, share, and reuse; conduct deliberate reviews, accept failure but not poor process, and require explanation where prior experience has not been applied - taking corrective action where systems or behaviours fall short.

Reconfigure / Exploit

- Nurture and protect: ensure systems, structures, and measurement for the existing portfolio do not constrain new opportunities. Facilitate quick reconfiguration: set expectations of flexible assignment among employees; integrate external SME networks to rapidly restructure and resource identified opportunities; evolve workspaces to ease reconfiguration, reducing built-in elements that signal status and risk becoming sources of inertia.
- Scale and embed: apply best-in-class transfer, training, qualification, validation, change control, and data practices.
- Reinvest: expand proof-of-concept capacity and capability across site and partner facilities; add utility to remove the next constraints; bring in networked competencies that shift from uncertain requirement to VRIN.