"One has to assume first, that the individual human being at work knows better than anyone else what makes him or her more productive . . . even in routine work the only true expert is the person who does the job."

Peter Drucker
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BRIGHT IDEAS CAMPAIGN

“One has to assume, first, that the individual human being at work knows better than anyone else what makes him or her more productive... even in routine work the only true expert is the person who does the job.”

Peter E. Drucker

Getting employees' ideas is no longer an option. If your organization is going to be competitive, it is mandatory you involve the minds, hands, and ideas of everyone in your organization. Getting employees engaged and involved not only yields valuable ideas and suggestions, but the increased morale of workers who feel like they are being listened to results in a more productive and satisfied work environment.

Every organization can make substantial improvements, but finding ways to do this can be time consuming and expensive. Yet many ignore the untapped resource of their employees who know their jobs better than any expert. Their suggestions are invaluable to a company.

CAMPAIGN GOAL

The Bright Ideas Campaign is different than any other programs available. It is an innovative way of sparking the creativity of the workforce, providing a proven system of capturing hundreds of ideas in a short period of time. With most suggestion programs, results are sporadic and slow in coming. Many good ideas are screened out, lay dormant, or are overlooked or ignored by the organization.

This campaign is a fast, fun and proven way to capture hundreds of ideas to improve productivity while also involving employees. This involvement inspires a feeling of community, motivation, and communication among both workers and management, which in itself creates a more cohesive and productive work environment.

The Bright Ideas Campaign is a high intensity program that takes a different approach. The goal is to get at least one idea from everyone in the organization during a three-week time period. All ideas are evaluated and each participant receives instantaneous recognition for their contributions.
RESPONDING TO IDEAS

Recognition is a critical part of BIC. Throughout the program, it is important to give employees continuous and visible recognition for their participation. Each employee is recognized for their submissions. It is important that the first line supervisor is integrated into the campaign. The supervisor provides the recognition. It is important to recognize individuals for their participation. Recognition stimulates additional participation. Individuals should be recognized even though their ideas are not approved. Recognition items can include non-expensive items such as Bright Ideas light bulbs, coffee cups, writing pens, pins for name badges. Weekly random lotto type drawings should also be included into the campaign. Finally, each individual should automatically receive a thank you letter for each idea submitted.

For the first idea, each person receives a small item of recognition. They are rewarded for the second idea with another recognition item. At the end of each week there is a special ceremony to recognize contributors and reward the individual turning in the highest quantity of ideas and suggestions. At the end of the celebration, the names of individuals who have contributed ideas are randomly drawn for additional rewards.

Because the program only lasts three to four weeks, it generates a tremendous amount of focused energy and motivation. No one wants to be left out -- everyone participates.

During the Bright Ideas Campaign, people discover the most powerful force is not the awards, but the feeling management is listening to their ideas. The front-line worker knows where there are problems, knows where the waste and inefficiency are, and in most cases.....knows how to solve the problem. Therefore, good managers only need to create the right environment for productive and useful suggestions, ask for them, and then implement those ideas.

The immediate impact of the program is asking people for simple customer satisfaction and quality improvement ideas. The emphasis is on ideas and suggestions that can be easily implemented and have an immediate payoff. The magnitude of the ideas is not as important as the overall participation rate of the targeted workforce. Go for quantity and quality of the ideas will follow.
This campaign has a proven track record in hundreds of companies. If you follow this
guide carefully, you can insure tremendous results, both in the quality and quantity of
ideas and the subsequent motivation of your workforce. The reverse is true as well. If
you haphazardly run this program, it will backfire, generating negative consequences.

EXPERTS IN EACH JOB

In most cases, the ideas submitted relate directly to the employee's own job and can be
implemented without spending too much time evaluating and analyzing the idea. You
want to implement as many ideas possible during the first two weeks of the campaign.
Level 1 ideas are the easiest to implement.

Once the employee is effectively motivated to seek problems and opportunities, he or
she normally does not have to roam too far to find them. The goal is to get people to
look at their job and ask themselves: "How can I improve my job and make it more
productive."

READ AND FOLLOW THE DIRECTIONS CLOSELY FOR A SUCCESSFUL
CAMPAIGN
CREATING AN INNOVATIVE ENVIRONMENT

The Bright Ideas Campaign focuses on one key principle -- focus on your job and look for as many improvements as possible.

By doing this, you accomplish four things:

1. You allow everyone to get involved and thereby create a receptive atmosphere for change, innovation, and continuous improvement.
2. You open up communication channels and identify opportunities for major improvements.
3. The small ideas motivate and energize larger ideas with more significant impact.
4. You improve employee engagement and gain additional commitment.

The climate of co-operation and acceptance surrounding the campaign is as important as the ideas themselves. It is this receptive atmosphere that allows ideas to become improvement realities. The same people who last month may have ignored requests for co-operation are now enthusiastic and team oriented. Things get done faster than ever before. Communication on all levels improves and bottlenecks are unplugged.

CAMPAIGN OBJECTIVES

The goal is to get people to look at their jobs, work together, and communicate in a collaborative manner. Employees are asked to suggest cost saving ideas and ideas to improve quality and customer satisfaction. It is important to get people to consider even the smallest ideas that can improve the overall organization.

The Campaign is designed to promote an all out search for improvement opportunities. This search will focus on one or more of these areas:

- Customer Satisfaction
- Increased Efficiency
- Problem Identification
- Cost Reduction
• Revenue Generation
• Improved Employee Engagement

There is one important idea you will try to get across during the Campaign - the customer isn't *just* the person outside the organization who buys your product or services.

All employees are internal customers. Internal customers are inside the organization and depend on other employees to get their jobs done properly. They are people who expect Payroll to deliver their paychecks on time. They work in departments who need timely and accurate reports from Engineering. They are the billing clerks who require thorough data processing information from Sales to produce invoices.
KEYS TO SUCCESS

The Campaign emphasizes every employee can help increase customer satisfaction, improve product quality, identify problems that cause errors or defects, and improve the organization’s over-all performance by eliminating non-productive costs and time wasting activities.

The place for each employee to begin this search is on his/her own job or in his/her own work area. As the campaign progresses, employees are encouraged to look deeper within their area of responsibility for other ideas and suggestions.

A SIMPLE PROCESS TO FOLLOW

The Campaign is remarkably simple. We have structured it like a military operation. It consists of a "Pre-Deployment" week and three weeks of campaign activity. A week or so before the actual program begins, place posters and banners throughout the company to capture employees' interest. Employees are deliberately kept in the dark to raise their curiosity. On Friday of Pre-Deployment Week (PDW), employees will learn the Bright Ideas Campaign has arrived!

On Monday following Pre-Deployment Week, employees are told more about the program through a series of informal meetings led by their department head or section supervisor. Then, one-on-one, the supervisor distributes idea cards to each person in their section.

To help sustain employee interest after Pre-Deployment Week, there's a plethora of incentives: more cards, posters, a weekly newsletter, emails, and scoreboards for friendly competition between departments and individual groups. All of these incentives are prepared beforehand using the suggestions provided in this guidebook.

RECOGNITION IS IMPORTANT
Recognition is of vital importance. Each idea an employee contributes during the campaign should resort in him/her receiving some form of recognition. The form of recognition does not need to be a high dollar item but can be an item like a coffee cup, million dollar bill, pins or other low-cost items. The act of recognition is more important than the item itself. For the second idea submitted, the employee receives an additional recognition item, which could be inscribed with the company logo to signify a level of greater involvement. The implementation team will select and order in advance the items to be given away as incentives. (See Appendix A)

Every Friday, the names of the week's participants are tossed into a box or bingo type shaker. A random drawing for a few names adds an additional incentive for greater participation rates and as a morale boost. The drawing winners receive another special award. Place employees' pictures and their ideas in a public display area and/or company website/Facebook.

These rewards help stimulate participation and reinforce the appreciation shown to the employees for their ideas, which helps maintain a keen interest in the campaign.

**TOTAL EMPLOYEE PARTICIPATION IS KEY**

The communications portion of the Campaign is well organized and can be followed closely by using this guide. The communication is different and slightly zany. It is important for the organization to come up with a theme, campaign name, and emphasis. It provides a sense of fun and a refreshing change of pace from the normal...
work routine. The employee realizes he or she is the key to the success of the program and feels justifiably important.

COLLABORATIVE EFFORT

In general, new improvements and changes for a company or business are dictated from upper level management without the involvement of the workers. This Campaign is very different. It is an all-inclusive program, which employs all levels of the workforce. Because of this, the Bright Ideas Campaign achieves a more extensive level of involvement and opportunity for improvement. Instead of the normal top-down edict, this Campaign is a bottom-up program designed to improve communication, boost morale, and increase co-operation. We emphasize again -- it should be fun! Friendly competition is encouraged and will increase the participation rate.

The goal is to get at least one idea from every person each week of the campaign. Participation is not optional. By getting everyone involved in the common goal of improving performance, increasing customer satisfaction, and identifying problems, management can communicate its concern for those areas, obtain valuable feedback, and create a powerful team.

THE LONG TERM RESULTS

The Campaign frequently uncovers important new areas where problems exist or customer satisfaction can be improved. It can also expedite spending decisions on worthwhile quality projects that have been in limbo for too long.

And perhaps best of all, the Campaign gives everyone a sense of awareness about quality and customer satisfaction that lasts well beyond the 30 days of program activities.
Bright Ideas Campaign Leadership Organizational Chart

“Top Guns”
Implementation Team

Idea Campaign Commander (s)

Idea Team Leaders

Departments
## OPERATIONAL PLAN OVERVIEW

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee</strong></td>
<td>Employee completes idea form</td>
</tr>
<tr>
<td></td>
<td>Forwards to Idea Team Leader</td>
</tr>
<tr>
<td><strong>Idea Team Leader</strong></td>
<td>Idea Team Leader receives idea form and immediately recognizes employee with reward item.</td>
</tr>
<tr>
<td></td>
<td>Assigns idea to a category. Indicates on back of idea form:</td>
</tr>
<tr>
<td></td>
<td>* Idea is being implemented</td>
</tr>
<tr>
<td></td>
<td>* Idea cannot be implemented at this level; recommend further review</td>
</tr>
<tr>
<td></td>
<td>* Idea should not be implemented and why</td>
</tr>
<tr>
<td></td>
<td>Completes Idea Team Leader record</td>
</tr>
<tr>
<td></td>
<td>Gives weekly totals to Commander each Monday morning</td>
</tr>
<tr>
<td><strong>Idea Campaign Commander</strong></td>
<td>Idea Campaign Commander collects and numbers idea forms and logs them on record sheet</td>
</tr>
<tr>
<td></td>
<td>Completes Commander’s Score sheet</td>
</tr>
<tr>
<td></td>
<td>Sorts idea forms by category</td>
</tr>
<tr>
<td></td>
<td>Publicizes Top Gun ideas on Recognition Posters</td>
</tr>
<tr>
<td></td>
<td>Holds weekly drawings for Gold Medal Award, usually done on Friday</td>
</tr>
<tr>
<td></td>
<td>Forwards ideas to Implementers</td>
</tr>
<tr>
<td></td>
<td>Reports progress of Implementers on Progress Chart</td>
</tr>
<tr>
<td><strong>&quot;Top Guns&quot; Idea Implementors</strong></td>
<td>Idea Implementers investigates implementation of ideas</td>
</tr>
<tr>
<td></td>
<td>Records results of investigation and recommendations on Implementers Idea record and Idea form</td>
</tr>
<tr>
<td></td>
<td>Completes periodic progress reports and prepares final results for Commander and management</td>
</tr>
<tr>
<td><strong>CEO/Top Management</strong></td>
<td>Top Management (CEO/Pres/VP/Mgr) Sends announcement and general</td>
</tr>
<tr>
<td></td>
<td>acknowledgement letter/email to</td>
</tr>
<tr>
<td>employees</td>
<td>Helpful if top management is highly visible throughout the campaign</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------</td>
</tr>
</tbody>
</table>
THE BRIGHT IDEAS CAMPAIGN COMMANDER

The most important person in the Campaign is the Commander. This person is responsible for managing the entire campaign. Normally, the Commander is a senior level person within the organization.

Qualifications of the Campaign Commander

The responsibility for this campaign cannot be delegated to just anyone. It is important to place careful consideration in the selection of the Campaign Commander. He/she should have credibility and the trust of the CEO. This position requires a person who possesses a high degree of organizational ability and demonstrates a high level of enthusiasm.

Responsibilities of the Campaign Commander

The Commander is responsible for the program's operation, particularly in these primary areas:

- Command and control
- Pre-deployment preparation
- Appoint deputies to assist himself/herself
- Select and train the Team Leaders
- Distribute materials
- Communicate
- Processing and implementation
- Coordination with the Implementation Team

All of these areas are described in detail in this guide.
SELECTION AND DUTIES OF IDEA TEAM LEADERS

Idea Team Leaders are essential to the success of the Campaign.

Defining the Groups

An Idea Team Leader is designated for individual departments or other identifiable work areas. Groups can be of any size up to 25 people. Every work group should have an Idea Team Leader. Isolated locations, regardless of size, should have an Idea Team Leader. Each shift should have its own Idea Team Leader.

Identifying Idea Team Leaders

Idea Team Leaders are usually first-line supervisors or first-level managers. They should be selected for their leadership and communication abilities. It is important for the Team Leaders be as enthusiastic as possible. In certain situations, hourly or clerical staff may be selected as Idea Team Leaders if they meet the above criteria.

Idea Team Leader Responsibilities

Idea Team Leaders will be responsible for:

- Conducting the presentation of the program to their section.
- Stimulating employee participation within their group.
- Receiving completed employee idea forms.
- Presenting the awards for first ideas and for second and subsequent ideas.
- Implementing ideas that can be executed immediately at the supervisory level, if those ideas are within their realm of authority or for which approval has been obtained; completing the back of the card to indicate implementation completed.
- Making a written comment on back of idea form for ideas that cannot be implemented at the supervisory level.
• Insuring all idea forms are provided to the Commander.
• Keeping their Campaign record sheet accurate and updating it on a daily basis.

The Commander will then channel ideas requiring additional review to the "Top Gun" Implementation Team for action.

IDEA TEAM LEADERS MEETING

A few days before Deployment Day (D-Day), the Commander should hold a meeting for the Idea Team Leaders to explain their role in the program. A suggested script for this meeting can be found in this guide. The CEO should be involved in this briefing as described later.

At this meeting, the Commander will explain to Idea Team Leaders as part of the program kick-off, they should brief employees in their work areas about the Bright Ideas Campaign. The Commander will provide the materials listed below to the Idea Team Leaders.

MATERIALS FOR IDEA TEAM LEADERS

1) You need to prepare a simple list of instructions to give to your Idea Team Leader, which explains the program concepts and the Idea Team Leader’s role.

2) The Idea Team Leader’s Record Form is used during the program to record ideas submitted by employees in his or her work area and to indicate distribution of awards. (See Appendix D)

3) Idea Team Leader Flow Chart summarizes how ideas flow from the employee to the ITL, to the Commander, and beyond. (See Appendix G)

4) Idea forms. (See Appendix E)
5) Reward and recognition items. (Items and idea forms are distributed to the leaders on D-day.) The Commander should retain some idea forms as a reserve supply and not distribute them all at once.
BRIGHT IDEAS CAMPAIGN OUTLINE OF EVENTS

- Campaign Commander performs pre-program tasks.
- Idea Team Leaders receive briefing from Senior Management and/or Commander.  
  (See Appendix C)
- Commander distributes materials to Idea Team Leaders
- Employees are briefed by Idea Team Leaders and given Idea forms.
- Employee writes idea on card and submits or emails it to Idea Team Leader.
- Idea Team Leader gives employees a reward item for their first idea as well as another idea form. They review all incoming ideas. For ideas that can be implemented at the Idea Team Leader level, the Leader makes notes on back of card, indicates implementation has occurred, and forwards the card to the Commander.
- For ideas needing further review: The Idea Team Leader makes comments and recommendations on the card, checks the idea category, and forwards the card to the Commander.
- Commander records the information, sorts the ideas by category, and forwards the ideas to the "Top Gun" Implementation Team for assignment to the proper individual. (See Section called “Sorting and Evaluating Ideas” for additional information.)
- Commander oversees preparation of announcements, newsletters, and other program recognition and stimulation activities.
- Commander and/or Implementation Team Chairperson monitor and stimulate implementation of ideas.
PRE-CAMPAIGN DUTIES

This should take place 2-3 months in advance.

Review the following steps:

1. *Review all the information* in this guide so you are familiar with the Bright Ideas Campaign concept, procedure, and materials.

2. *Decide on the actual dates* of your program.

3. *Select and order reward and recognition items* such as mugs, pens, pencils, or lightning bolt hats. Allow yourself ample time to receive these items in advance of the start date. *(See Appendix A)*

4. *Make a tour of your facility* to determine the best locations for the communication materials. Concentrate on high traffic areas and look for locations where signs, banners, and posters will have maximum visibility. Elevators, doors and entrances, bathrooms, water fountains, break rooms, etc. are usually high traffic areas. If possible, consider locations other than bulletin boards for posters.

   It is helpful to have a written plan so the materials are evenly distributed throughout the facility.

5. *Select Deputy Commanders.* Commanders managing the Campaign in organizations with over 500 employees may require additional help to administer the program. You may wish to add assistants and give them specific tasks (e.g., creating the newsletters, communications, producing the Bright Ideas Campaign Recognition Posters, being in charge of the Friday drawings, and acting as liaison to the Implementation Team).

6. *Identify groups and select Idea Team Leaders* as described in this guide. Prepare lists (rosters) of these Leaders and their teams.
7. **Prepare scoreboards.** Print names of the teams and team leaders on a board for public display. The first space is for the leader's name and the second space is to identify the group's work area. (See Appendix D)

8. **Prepare a message from CEO** (Chief Executive Officer or President) to employees announcing the program. The letter should be mailed in time to reach employees' on Friday of Pre-Deployment Week, which is the Announcement Day. You can also use Email, but a written letter is more impressive. A suggested letter is contained in Appendix B. Make sure you clear it with the CEO before sending it.

9. **Select “Top Gun” Implementation Team.** Where appropriate, have the CEO appoint the Implementation Team Chairperson and prepare a letter for the CEO appointing Committee members. (See Appendix B)

10. **Schedule the CEO** so he or she is available for the first Leader's Briefing.

11. **Prepare a memo** announcing the Leaders' Briefing.

12. **Prepare information packets** for Idea Team Leaders

13. For organizations desiring press coverage, begin to plan your public relations strategy.

14. **Begin preparing first newsletter** and make arrangements for the printing and/or distribution.

15. **Obtain** a camera for preparation of the Bright Ideas Campaign Recognition Posters and newsletters.

16. Decide on how you will capture individual ideas such as paper form, Idea Management System, Internet or Facebook. Coordinate with IT department in advance.
Design or copy an idea form and prepare instruction memo and forms. (See Appendix E)

17. Decide how you will track and monitor ideas. Chart Your Course International can provide IdeaTracker software to assist at an additional cost.
MATERIALS DISTRIBUTION

A suggested list of your Campaign materials is provided in Appendix A.

After reviewing the list, the Commander should decide where to place these materials in the facility.

The more information you provide to your organization, the more successful the campaign will become. It is also suggested you create a printed newsletter, posters or email messages.

Instructions for customizing posters appear below.

NEWSLETTER PREPARATION

Paper newsletters should be considered during the campaign. You can also use an electronic newsletter. The more exposure during the campaign increases engagement and involvement. The newsletters should be issued on a weekly basis. Make sure you give recognition to specific people and their ideas. Keep in mind employees really like to see their name and/or picture in print.

Use email accordingly, giving emphasis to the quantity of ideas received and examples of the ideas submitted. Make sure you emphasize many of these ideas have ALREADY been implemented.
BRIGHT IDEA CAMPAIGN POSTERS

Design your posters to include close-up photographs of people who have submitted ideas. Their picture, together with a description of the idea, should be placed on the poster.

Candidates for Campaign posters should be selected based on the quality of the ideas relating to their own work area, the quantity of ideas, or the need to give company-wide exposure. Some organizations make duplicates of the idea campaign posters and place them in many work areas to give additional exposure. Some put duplicates of the Campaign posters in external-customer areas to provide public recognition. Many employees who are featured on recognition posters ask to keep it after the program is completed.

RECOGNITION AND AWARD MATERIAL

A key element of the Campaign involves providing recognition to employees who submit ideas. The more visible the recognition, the greater impact. For additional information on recommended awards and materials, go to Appendix A.

<table>
<thead>
<tr>
<th>Suggested Award/Recognition</th>
<th>Recipient</th>
<th>Reason</th>
<th>Award Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Coffee Mug</td>
<td>Employee</td>
<td>First Idea</td>
<td>Idea Leader</td>
</tr>
<tr>
<td>• Pins/buttons</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Water bottle</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Million Dollar bill</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Lightning bolt hat</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• T-Shirt</td>
<td>Employee</td>
<td>Second Idea</td>
<td>Commander</td>
</tr>
<tr>
<td>• Special Pin</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Special medal</td>
<td>Employee</td>
<td>Subsequent ideas during weekly random</td>
<td>SENIOR MANAGEMENT</td>
</tr>
<tr>
<td>• Executive parking privileges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cash</td>
<td>• iPod/IPads</td>
<td>• Logo jacket</td>
<td>drawing</td>
</tr>
</tbody>
</table>

In addition to these formal awards, the Scoreboard and weekly newsletters provide other forms of recognition.

*Note: Some companies supplement the weekly drawing with additional prizes. Use your imagination for fun and clever ideas. For example, consider dinner for two at a restaurant, cash, time-off, tickets to a sporting event, or a week's parking in the executive parking lot.
STEP-BY-STEP DEPLOYMENT CALENDAR

Here is a step-by-step plan for the Commander to follow as he/she puts the Campaign into operation. Adjustments can be made to meet your own organization’s needs.

There is a list of pre-program activities that must be performed before Pre-Deployment Week begins. Please read about them in this guide. In addition, idea implementation activities may continue after the program ends for most employees.

PRE-DEPLOYMENT WEEK

Monday of Pre-Deployment Week

- Commander notifies Idea Team Leaders of Briefing meeting.
- Commander comes to work early and places poster "We want your Bright ideas!" in prominent traffic areas before people arrive.

Tuesday of Pre-Deployment Week

- Commander comes in early again and puts up additional posters.

Wednesday of Pre-Deployment Week

- Commander begins preparing first issue of the newsletter/email messages.
- Puts up more posters.

Thursday of Pre-Deployment Week

- Commander sends memo to CEO about management support, if needed.
• Commander conducts Idea Team Leaders' Briefing. A suggested script for the meeting is contained in Appendix B. When necessary this meeting may be held one day earlier or one day later in order to have the CEO present. Give the Idea Team Leaders the materials described in the Commander's Section.

• Management briefs the union leadership on the program where applicable. This is most commonly done right before the Idea Team Leaders' Briefing.

• Mail/Email Announcement Letters are sent to employees. Letters should be mailed so they reach employees' homes or Email boxes on Friday or Saturday of Pre-Deployment Week.

**Announcement Day--Friday of Pre-Deployment Week**

• Commander finishes preparing first issue of newsletter so it is ready for distribution on Tuesday.

• Commander hangs banners with suggested copy: "We Need Your Bright Ideas."

• Employees receive Announcement Letter from CEO.

• CEO sends memo to all Idea Team Leaders. *(See Appendix B)*

**D-DAY – FIRST BRIGHT IDEA GATHERING WEEK**

**D-Day +1 Monday of the first week**

• Idea Team Leaders pick up reward items and idea forms from Commander.

• Idea Team Leaders give briefing to their sections. Idea Team Leaders distribute idea forms to employees and awards.

• Idea Team Leaders distribute idea forms to employees and first award items.
• Commander hangs scoreboards (and possibly corresponding roster) in public area and updates scoreboards each Monday during the campaign with the percentage of people in each group who have submitted one idea. You may wish to add another scoreboard labeled "Fully Deployed," or "100 Percenters," for those departments that have had 100 percent participation. Add Idea Team Leaders' names to this board as their groups hit 100% participation. Be certain to show the company total at the bottom of the scoreboards.

• Commander/Implementation Chairperson notifies "Top Gun" Implementation Team of orientation meeting.

D-Day +2 Tuesday--week one

• Commander distributes first issue of newsletter.

• Commander begins daily pickup of idea forms from Idea Team Leaders.

• Commander takes pictures of some employees who come up with ideas, types out a brief caption giving the person credit and briefly describes the idea, posts the picture and idea on the Campaign Recognition Posters and hangs them in prominent areas.

• Commander puts up other posters.

• Commander checks with Idea Team Leaders to make sure Feedback process is started.

D-Day +3 Wednesday--first week

Encourage people to give more ideas. The Commander may go out and talk to people about the program. Ask them to submit ideas even if you have to help find them. Once
things get started and reward items are in circulation, participation and motivation will
increase.

D-Day +4 Thursday--first week

- The Commander prepares more posters.
- The Commander and/or "Top Guns" hold the first "Top Gun" Implementation
  Team meeting.
- The Commander puts up more posters.

D-Day +5 Friday--first week

- The Commander begins preparing the second newsletter.
- The Commander, with the CEO or other individuals, conducts a random drawing
  for the Gold Medal Award. There are a number of ways to conduct the drawing:
  - Put slips of paper with names or numbers used on idea forms of employees who
    submitted ideas during the week in a hat and have someone pick the winning
    person.
  - Ask someone to pick a number between one and the total number of ideas that
    were submitted the first week and then award the prize to the person who
    submitted the idea with that particular number.
  - Go to the employee’s work place and present the award to the winner as
    dramatically as possible.
  - Most CEO’s prefer to make the presentation themselves which can be very
    effective. Be sure to take photos of your winner.
• You might try to find a “celebrity guest” to do the drawing. Maybe the local Mayor, visitor, or customer who happens to be available.

SECOND AND THIRD BRIGHT IDEAS GATHERING WEEKS

• Continue with the appropriate steps listed in the first week of the campaign.

• Monitor progress of the "Top Gun" Implementation Team.

POST PROGRAM

On Monday after the program ends, update the Scoreboards with your final results.

Sometime during the next week or two, you may wish to post the results on the Intranet and/or distribute a final newsletter with the results of the program. You may wish to incorporate the acknowledgement letter as part of this newsletter. Either way, send an acknowledgement letter to the individual.

Summarize your program results on the Results Form (See sample form in Appendix D). Continue to track the progress of the "Top Gun" Implementers as long as management desires.
IDEA IMPLEMENTATION IS CRITICAL

Every member of the Implementation Team is going to wonder at some time: "How am I going to implement all these ideas?" The quick impact of the Campaign and the resulting stream of ideas can cause a major frustration if the situation has not been thought out and planned out prior to the Campaign.

*Once the excitement starts, there is little time available for reflection and evaluation.*

While the program is in progress, it is important that as many ideas and suggestions be reviewed quickly, processed and a portion of them implemented. This quick turn-around gives the program credibility and motivates people to submit additional ideas. First-line supervisors/Team Leaders should be able to quickly approve Type 1 ideas. Quick approval and implementation is important with minimum sign off. Type II ideas need coordination by the Implementation Team and therefore take more time.

As soon as the program is completed, management will be impatient to learn what they have received for their investment. Implementation of ideas is a vital part of the Campaign.

DETAILS TO CONSIDER

Decide before the Campaign begins what will happen to ideas not implemented by first-level management. Here are some details to consider:

- Once the Commander picks up the contributed ideas, will the Commander sort them and pass them along to the Implementation Team Chairperson for that purpose?

- How often, in what manner, and to whom will Implementers report the disposition of ideas?

- Will the Implementation Team meet daily, weekly or monthly?
- What will be the times, dates, and locations of the meetings?

- Will regular progress reports be given to the CEO and in what format?

- How will the Commander be informed of implementation activities during the Idea campaign so employees can receive feedback and recognition?
SORTING AND EVALUATING IDEAS

Whether it is the Commander or the Implementation Team Chairperson who sorts ideas, it will be easier to analyze ideas and assign them to Implementers for review, if they are sorted in a logical manner. The ideas should be sorted and assigned to Implementers as rapidly as possible.

There are a number of ways in which ideas might be sorted. Here are a few suggestions:

Sort by Implementers

If the Commander and CEO have selected Implementers using the guideline suggested, a simple method for sorting ideas might simply be by categories that correspond to each Implementer, such as: customer relations, IT, maintenance and facilities, HR and training, finance, administration, marketing etc.

Types of Ideas

A second approach, especially once the idea is sent to the Implementers, might be to sort the ideas according to the speed with which they could be implemented.

Type I Ideas

Type I ideas can be implemented right in the group from where they originated. About 20-30% of the ideas should fall into this Level. The Idea Leader should be able to handle these ideas routinely. If these ideas do come to the Implementer, they should be returned immediately to the first level for implementation.

Type II Ideas

Type II ideas affect several departments, may need to be separated into more finite categories, and may require the involvement of other departments, other Implementers or top management.
Note: There are those ideas so spectacular; the world needs to know about them right away. They should be implemented, praised, and advertised as quickly as possible to encourage others to contribute ideas.

Idea Forms

The Idea form provides the below categories:

- Customer Satisfaction
- Increased Efficiency
- Problem Identification
- Cost Reduction
- Revenue Generation
- Improved Employee Engagement

If management is particularly concerned about one or more of those areas, they might get first priority for review. Within those categories, even more finite breakdowns could be established. They might include

- Order processing
- Staffing patterns/other personnel issues
- Procedural changes
- Product design or content
- Facility design
- Customer relations

Some Hints

Here are some general hints related to sorting ideas for easy review:

- The overall objective is to make it easy for the Implementer to address the ideas and to decide which ones require input from other individuals or departments.
• Keep the number of categories under 10.

• Make sure Idea Team Leaders know what their authority for implementation is so ideas can be implemented immediately and are implemented at the lowest level.

• Provide the Idea Team Leaders with a list of the categories and the name of the Implementers involved.
MONITORING PROGRESS OF THE CAMPAIGN

All ideas should be entered on the Commander's Log Form before being sent to the Committee Chairperson or appropriate Implementers. Each Implementer should also have a separate Progress Chart to be used as a turn-round report for recording implementation of ideas.

Meet with the Implementers

As soon as the ideas begin to flow, the "Top Gun" Implementation Team Chairperson or the Commander should meet with the Implementers and explain the formalities of implementation. Tell them they should have their ideas evaluated as soon as possible but no later than two weeks after receipt. Ideas should be:

1) Implemented

2) Scheduled for implementation, or

3) Recommended for turn down.

(This information may be provided to Implementers at the first "Top Guns" meeting.)

Prepare a Visible Display or Wall Chart

The "Top Guns" Chairperson could prepare a wall chart listing each Implementers name and the number of ideas assigned to them for implementation. This chart should show progress of each idea by the Implementors Team and should be updated weekly by the "Top Gun" Chairperson. To emphasize the interest in processing ideas and to stimulate ongoing participation, the Team Chairperson may decide to post the chart in a visible location.

The Implementation Team should keep the charts up to date and create some kind of fanfare for every completed idea. For example, you could paste a red dot on the chart for each idea resolved.
The objective of this stage of the monitoring process is to keep track of the ideas and to excite and encourage the Implementers.
THE IMPORTANT ROLE OF THE CEO

The Bright Ideas Campaign provides an important opportunity for management to communicate to employees the importance of quality and customer satisfaction. It also gives management a chance to help their organization work toward a common goal.

To achieve maximum participation during the 30 days of the Campaign, management’s visible support of the program activities is critical. Support can be demonstrated in a number of ways, including:

• Kick-off of the Idea Team Leaders’ briefing
• Send the letter to the staff explaining the program
• Appoint the “Top Gun” Implementation Team and its Chairperson
• CEO’s request at a management staff meeting for their support
• Review several ideas and make reference to them
• Visit work areas to compliment enthusiastic participants
• Participation in the weekly lottery drawing
• Send a letter thanking employees for their involvement after the program ends
• Ongoing support and monitoring of implementation activities after the program ends

Of course, not all of these activities may be possible due to time constraints. The objective is to demonstrate to employees management does support the program and is interested and excited about the ideas they have generated.

The Commander will discuss these options with the CEO and determine which activities are most feasible.

If the CEO participates in the briefing of Idea Team Leaders, the Commander should provide the CEO with a copy of the CEO section of the briefing script.
THE IMPORTANT ROLE OF THE "TOP GUN" IMPLEMENTATION TEAM

The role of the "Top Guns" cannot be overemphasized. Their primary role is to assist in the implementation of ideas requiring support beyond the first line supervisory level. It should go without saying, implementation of ideas is crucial in maintaining credibility with the workforce who submitted the ideas in the first place. Approximately 70% of the ideas submitted will require further refinement and outside assistance.

OPTION: For smaller organizations, you may opt not to have a formal implementation team. In these situations the Commander will assume both roles. Larger organizations will require a more structured and formal approach.

Selection of "Top Guns" Implementation Team

The selection of the "Top Guns" is important. The CEO or another person within senior management should select them. Keep the following criteria in mind:

- This is an additional responsibility for these individuals and requires several meetings. Therefore, select between 3-10 individuals to insure no one person is overburdened by the workload.
- They should occupy higher positions of authority to enable them to make decisions concerning cross-functional issues.
- Each individual should represent functional areas of the organization. For example, HR, IT, operations etc.

Quick Implementation is Important

The quick review and implementation of ideas is paramount to the success of the Campaign.
## APPENDIX A
### Suggested Idea Campaign Materials

<table>
<thead>
<tr>
<th>Suggested Award/Recognition</th>
<th>Recipient</th>
<th>Reason</th>
<th>Award Provider</th>
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<tbody>
<tr>
<td>• Coffee Mug</td>
<td>Employee</td>
<td>First Idea</td>
<td>Idea Leader</td>
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<tr>
<td>• &quot;Bright Ideas&quot; million dollar bill</td>
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<tr>
<td>• Pen</td>
<td>Employee</td>
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<tr>
<td>• Water bottle</td>
<td>Employee</td>
<td></td>
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<tr>
<td>• Lightning bolt hat</td>
<td>Employee</td>
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<tr>
<td>• Pins/buttons</td>
<td>Employee</td>
<td></td>
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<tr>
<td>• T-Shirt</td>
<td>Employee</td>
<td>Second Idea</td>
<td>Commander</td>
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<tr>
<td>• Special Pin</td>
<td>Employee</td>
<td></td>
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<tr>
<td>• Special medal</td>
<td>Employee</td>
<td>Subsequent ideas during weekly random drawing</td>
<td>Senior management</td>
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<tr>
<td>• Executive parking privileges</td>
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<tr>
<td>• Cash</td>
<td>Employee</td>
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<td>Resource Companies</td>
<td>Chart Your Course International</td>
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<td>• Bright Ideas Campaign coaching</td>
<td>770-860-9464/800-821-2487</td>
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<td>• Posters</td>
<td>Trainers Warehouse</td>
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<td>• Prizes/Awards</td>
<td>800-299-3770</td>
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<tr>
<td>• Certificates</td>
<td><a href="http://www.trainerswarehouse.com">http://www.trainerswarehouse.com</a></td>
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<tr>
<td>• Forms</td>
<td>Baudville</td>
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<tr>
<td>• Suggestion Boxes</td>
<td>800-728-0888</td>
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<td><a href="http://baudville.com">http://baudville.com</a></td>
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<td>Kipp Brothers</td>
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<td>Accoutrements</td>
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<td><a href="http://www.accoutrements.com/shop/">http://www.accoutrements.com/shop/</a></td>
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<td>• Pins</td>
<td>Pin Gallery</td>
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<td>800-896-9219</td>
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<td><a href="http://www.pingallery.com">http://www.pingallery.com</a></td>
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<td>• Suggestion boxes</td>
<td><a href="http://www.displays2go.com/hpsb2.html">http://www.displays2go.com/hpsb2.html</a></td>
<td></td>
<td></td>
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<tr>
<td>• Suggestion forms</td>
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<td></td>
<td></td>
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<tr>
<td>• Game wheels</td>
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<tr>
<td>• Raffle drums</td>
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</table>
APPENDIX B
ANNOUNCEMENT LETTERS

Letter should be sent to each employee's home and/or Email box and timed to arrive on Announcement Day (The Friday at the end of Pre-Deployment Week).

(Date this for date of mailing)

Dear Employee:

We all know that responding to the needs of our customers and maintaining our reputation for excellent service is critical to the growth and success of our organization.

For the next three weeks, we are asking you to participate in a campaign called Bright Ideas Campaign. The primary purpose of the program is to focus attention on a few specific areas.

Each of us should take a fresh look in and around our own jobs to seek out ideas that will increase customer satisfaction or improve the quality of our products and performance.

Participation in the IDEA Campaign is completely voluntary, but I'd like to encourage you to get involved. You know best about your own job and that's an excellent place to start looking for improvements. But don't stop there. We need every idea that will make us more responsive to customer needs or more competitive by eliminating unnecessary expenses.

When you're looking around, remember, customers are not just the final consumers. We all have "customers" inside the organization who rely on us for things they need to do their jobs.

Let's all look for good ideas!

Sincerely yours,

(CEO signature)
ANNOUNCEMENT LETTER

Remotely Located Employees Version

If you have employees working independently in outlying locations, the following letter can be used.

(Date)

Dear Employee:

We all know satisfying our customers and maintaining our reputation for quality performance is critical to keeping our organization healthy.

For the next three weeks, we'll all be participating in an exciting campaign called the Bright Ideas Campaign. The Campaign asks each of us to take a close look in and around our own jobs to find ideas that will increase customer satisfaction, improve the quality of our products and service, or identify problems.

Participation in the Campaign is completely voluntary and I'd like to encourage all of you to get involved. You know best about your jobs and I'd like to hear from each of you.

When you're looking around, remember customers are also people inside the organization who rely on you for things they need to do their jobs.

A promotional campaign is now underway at headquarters to get the message across to all employees. We need your help and participation. So, if you have an idea how we can improve performance, please write it down on the enclosed idea form and send it back to us.

We will send you a special memento to recognize your participation in this important effort.

Thanks for your help.

Sincerely,

(CEO signature)
ACKNOWLEDGMENT LETTER

This is a sample of the letter that can be used to thank each employee who submitted an idea during the Campaign.

You may find a general letter such as this presents fewer problems than does a specific letter to each employee regarding the disposition of the idea.

You may wish to use this letter in a final wrap-up newsletter or simply have Idea Team Leaders distribute it to the members of their groups.

Dear Employee:

Thank you for participating in the Bright Ideas Campaign. I sincerely appreciate the interest you have shown in the company through your willingness to contribute an idea.

The outpouring of ideas was beyond our expectations. Employees in every segment of our operations gave the program outstanding support. Some of you have already had the satisfaction of seeing your idea implemented.

Needless to say, with all the excellent ideas we received, it is going to take us a while to evaluate each and every one. Some, of course, we will not be able to use, but even those will help give us a better understanding of your needs and concerns.

Through the efforts of people like you, our company will remain competitive and will be better able to meet the challenge of the future.

Thanks again for your help.

Cordially,

(CEO signature)
Memo to CEO

TO: CEO

FROM: Idea Campaign Commander

SUBJECT: Manager Briefing

As you know, we are about to launch the Bright Ideas Campaign.

Two important elements of a successful campaign are immediate recognition for employees who submit ideas and quick implementation of those ideas wherever possible.

We have a variety of methods for giving recognition, and our Idea Team Leaders--those people who will be collecting ideas from employees and distributing recognition awards—are being briefed about their role in that element of the Campaign.

We expect first-line supervisors or department heads will be able to approve many of the ideas for immediate implementation. In other cases, it may not be possible to implement the idea without a cross-functional review. In those situations, it would be helpful if all members of management understood their roles to help move that process along.

As you know, during the campaign we will have an Implementation Team to review significant ideas and recommend action. Managers who are not serving on the committee should also be informed about what is going on and asked for their cooperation.

To insure full cooperation, all management level people should be briefed on the Campaign. As part of our Campaign kick-off preparations, we will be briefing line management and supervisors who will be acting as Idea Team Leaders. That meeting will be on ________, (time), in Room ________.

To be certain no one is left out, it would be helpful if you or a member of your staff could brief the other members of management. If you are able to do it, I have enclosed some suggested remarks for your consideration.

Thanks for your support, and I look forward to a successful Campaign.

Commander
Campaign Commander Sends this Memo to Selected Managers

To: Mid-level Managers

From: CEO

Subject: Very Important Meeting

By now, you’ve probably noticed something different is happening around here.

Please come to a 30-minute briefing on _______, (time), in Room _______ to learn more details about your role.

CEO
MEMO FROM CEO TO “TOP GUN” IMPLEMENTORS CONFIDENTIAL

To: (Insert names of “Top Gun” Implementors)
From: CEO
Subject: "Top Gun" Implementation Team Assignment
Date: (Insert the date of the Friday of Pre-Deployment Week)

We are about to undertake a Campaign involving all of our employees in an effort to improve quality, increase customer satisfaction, and identify problems that stand in the way of improving performance.

The Bright Ideas Campaign is a 30-day effort asking employees to take a fresh look in and around their work areas and come up with ideas on how we can improve our total performance.

The Campaign is designed to glean a large number of ideas in a short time. Some of the ideas could have a beneficial impact on our operations. The program emphasizes prompt implementation of ideas and recognition of participants.

Reviewing and implementing our employee's ideas are important to the success of the program. I am asking you to be actively involved in that stage of the program by serving as a member of the “Top Gun” Implementation Committee.

The Commander/Chairperson of the team is ______________. You will receive additional information about the Campaign concept and about your role at a briefing on ____________

I know you will give the program your full support.

CEO
MEMO FROM CAMPAIGN COMMANDER TO CEO

Deliver Thursday of Pre-Deployment Week.

To: Chief Executive

From: Idea Campaign Commander

Re: Bright Ideas Campaign

I’m sure you are aware tomorrow is Announcement Day for the Bright Ideas Campaign.

Your active participation in this Campaign is important to its success.

Therefore, would it be possible for you to mention the need for management support at your next staff meeting. Perhaps you could go one step further and ask each member of your staff to send their idea directly to you. (A supply of idea cards is enclosed in the event you decide to do this.)

We are looking forward to a successful program and any help you can give will be greatly appreciated.

Campaign Commander

Optional P.S. Because you approved the appropriation for the program, we believe you should be credited with the first idea. Your reward item will be delivered tomorrow.

(If you don’t use this P.S., be sure to collect an idea from your CEO!)
MEMO FROM CEO INFORMING LEADERS OF BRIEFING MEETING

This will be distributed on First Day of Pre-Deployment Week.

To: Insert name of Idea Team Leader

From: CEO

Re: Important Meeting

It is imperative you attend a meeting to be held on (date), at (time), in Room ____ to prepare for a special event.

See you there!
MEMO TO IDEA TEAM LEADERS FROM THE CEO

Distribute the day following briefing.

To: Idea Team Leaders

From: CEO

Re: Support of the BRIGHT IDEAS CAMPAIGN

The mystery behind the posters you have been seeing for the past few days is about to be revealed to all of our employees.

The Bright Ideas Campaign will be a tremendous program with your support. It will give us valuable feedback on how we can continue to improve all aspects of our business as well as build greater teamwork.

To assure you of my support and participation, I will be reviewing ideas at random from each of your groups on a daily basis throughout the program.

Let’s try to get 100% participation from every department, and make the Bright Ideas Campaign a positive experience for everyone.

CEO
APPENDIX C
MANAGEMENT BRIEFING

It is very important to recognize employees who submit ideas and implement these ideas as soon as possible.

It is important to implement many ideas at the lowest level. Some ideas cannot be implemented at the first level because they require process or procedural modifications or review by different departments. Other ideas can be signed-off by a department head, such as the Human Resource Director, Chief Financial Officer, IT Director, Vice President etc.

The Campaign includes a briefing for the Idea Team Leaders, and also a briefing for managers.

Here’s how the process works:

1. Complete the attached “Memo to the CEO,” and give a copy to your chief executive. The memo will help explain the value of briefing mid-level managers and his or her role in that briefing.

2. Agree on a time and place for that briefing to occur. The briefing should be scheduled on the same day as the Idea Team Leader’s briefing or prior to the meeting if possible. Another approach is to simply include managers in the Idea Team Leader’s Briefing.

3. Prepare an announcement letter/email inviting the managers to the briefing.

4. Decide which managers to include in the briefing.

5. Using the briefing script provided, the CEO delivers a short briefing (unless managers are included in the Idea Team Leader’s Briefing).

6. Explain the idea submittal process or provide a supply of blank idea cards for the managers.
BRIEFING SCRIPT FOR MANAGERS

(This briefing is for the CEO to deliver to the management team)

I appreciate you coming today. By now, you've all seen some unusual activity and various banners and publications announcing “We Need Your Bright Ideas.” I am going to explain what all this is all about.

In the next day or two we are beginning a 30-day process called the Bright Idea Campaign. The concept is a simple one: it asks each employee to take a fresh look around his or her job to find ways we can improve our performance and productivity. The primary emphasis is on __________________. But any idea that will help us improve is welcomed.

We have a Campaign Commander (insert name) who will be overseeing the program during the 30 days. She/he will be posting results from each department on a weekly basis, showing the level of participation in each group. She/he will coordinate the communications portion of the campaign, encouraging everyone to get involved by submitting ideas.

Some of your employees have been designated as Idea Team Leaders. Their responsibility as Idea Team Leaders is to get ideas from employees, review the ideas, and implement as many as they can at the lowest level possible.

Your support and participation is very important to the success of this Campaign. I'm counting on you to encourage those Idea Team Leaders to implement as many ideas as possible, as quickly as possible.

For ideas needing further review, a special team has been established to expedite that process. They are called "Top Guns."

Some of you are members of the "Top Guns." I appreciate your role in the implementation of these ideas. Your expert opinion will be necessary in order to resolve implementation of some ideas. Even if you are not a member of the committee you may be asked to provide input about ideas that affect your area. Please respond as quickly as possible.

I'd like to recommend you begin by completing an idea card of your own. I've done a few myself (Mention one of your ideas).

I promise your idea card will be reviewed quickly. Also, for the first idea, each submitter will receive this award (Show the item).
APPENDIX D

CAMPAIGN COMMANDER’S SCORESHEET INSTRUCTIONS

This is a sample score sheet for the Campaign Commander. It is suggested you replicate this and place it in a public area for viewing.

1. List the name of each Idea Team Leader and the number of employees in his or her group.

2. Each week, transfer the statistics from Friday’s column of each Leader’s Idea Campaign Record to this score sheet. The statistics should include the number of employees who have participated, and the number of ideas submitted to date.

**PLEASE NOTE: All statistics should be added cumulatively. The numbers from the third week should be the final statistics for the program.

3. Each week transfer the percent of employee participation from this score sheet to the larger scoreboard.

4. To calculate total company participation, divide the total number participating by the total number of employees.

5. This report should be sent weekly to your CEO.
# CAMPAIGN SCORE SHEET

<table>
<thead>
<tr>
<th>Team Leaders</th>
<th>Size of Section</th>
<th>Week 1</th>
<th># Participated</th>
<th># Ideas</th>
<th>Part. Rate</th>
<th>Week 2</th>
<th># Participated</th>
<th># Ideas</th>
<th>Part. Rate</th>
<th>Week 3</th>
<th># Participated</th>
<th># Ideas</th>
<th>Part. Rate</th>
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</table>
CAMPAIGN COMMANDER’S LOG FORM INSTRUCTIONS

This form will enable the Campaign Commander to record all ideas produced during the Campaign.

1. As each idea form is received from Idea Team Leaders, assign a number to it and post the number. Note the date the idea was made, the person submitting the idea, an idea summary, and who needs to review the idea to make a decision.

2. Record the date, the person to whom the idea needs to be sent for a decision to be made, and eventually the response from the decision maker as described in the Implementor’s Progress Report.

An optional column labeled “category number” is provided for those organizations desiring to have the ability to recover ideas according to specific categories. This is of interest especially for those who choose to computerize their results. The Campaign Commander assigns numbers to the categories that are contained on the idea cards:

- Customer Satisfaction
- Increased Efficiency
- Problem Identification
- Cost Reduction
- Revenue Generation
- Improved Employee Engagement

You might even want to get more detailed within each of these categories.

3. Each idea is assigned to an Implementor, and the information is posted to the Implementor’s Progress Report.
# Commander's Log Sheet

(List all ideas on this form)

<table>
<thead>
<tr>
<th>Log Number</th>
<th>Employee</th>
<th>Summary of Idea/Suggestion</th>
<th>Implemented Yes/No?</th>
<th>Date sent to Implementation Team</th>
<th>Response from Implementation Team</th>
<th>Cost Savings</th>
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</table>
“TOP GUN” IMPLEMENTATION TEAM RECORD INSTRUCTIONS

After the Campaign Commander assigns ideas to the “Top Gun” Implementor’s, they will:

1. Post the idea number, date, and a brief summary of the idea on the Implementor’s Campaign record.

2. Review each idea, check the disposition (implement, eliminate, needs further review, already implemented. Enter the estimated savings, if applicable, and the implementation date.

3. Use the information on this Campaign record to update the Implementor’s Progress Chart when it is received from the Campaign Commander or Chairperson.
"TOP GUN" IMPLEMENTATION TEAM RECORD

Team Member Name: _______________________________________

<table>
<thead>
<tr>
<th>Idea No.</th>
<th>Date</th>
<th>Idea/Suggestion</th>
<th>Implemented</th>
<th>Not Implemented</th>
<th>Sent for Further Review</th>
<th>Comments</th>
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</tbody>
</table>
IMPLEMENTOR'S PROGRESS REPORT INSTRUCTIONS

This form is used by the Campaign Commander to record ideas assigned to “Top Gun” Implementor's and for the “Top Gun” Implementor's to record the results of the idea review.

The Commander or Implementation Team Chairperson should:

1. Create a separate Progress Chart for each Implementor.

2. Record the number, category, and date assigned for review.

3. At the end of the program, and at least every two weeks for a period thereafter, the Campaign Commander or "Top Guns" will transmit Progress Charts to the appropriate “Top Gun” Implementor.

4. Each Implementor will record the results of each idea reviewed and return the chart to the Commander or Chairperson.

5. The Chairperson or Commander will use the information on the Progress Report to update the Campaign Commander’s Log Form.
IMPLEMENTOR’S PROGRESS REPORT

Team Member Name: ____________________________________

<table>
<thead>
<tr>
<th>Idea No.</th>
<th>Category of the Idea</th>
<th>Date Assigned</th>
<th>Date Completed</th>
<th>Results</th>
</tr>
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<tbody>
<tr>
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<td>Type I</td>
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</tbody>
</table>
IDEA TEAM LEADER’S RECORD INSTRUCTIONS

I. List all employees by name at the start of program. Be sure to include the Leader’s name in the list.

2. Record all ideas received by an “X” in the box for the day on which the idea is submitted by each employee.

3. Circle the first “X” when you give the employees their reward item.

4. Keep a running total of the number of employees participating so you can report your group’s percent of participation.

5. Keep a running total of the number of ideas.
IDEA TEAM LEADER’S RECORD
(Use this to log in ideas submitted by employees)

Idea Team Leader's Name: ________________________________
Number of people assigned to the section: ________________

<table>
<thead>
<tr>
<th>Name of Employee</th>
<th>1st Week</th>
<th>2nd Week</th>
<th>3rd Week</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

Number of Employees Participating to Date
% Participation
Number of Ideas
APPENDIX E
Sample Idea Form

Side 1

We Need Your . . .
Bright Ideas!

Add company logo here

Side 2

Your ideas are important to us! During this campaign we are asking everyone to submit as many ideas as they like. Your ideas will help make this a better place for both our employees and customers alike.

Here are the kinds of ideas we are looking for:

- Customer Satisfaction
- Increased Efficiency
- Problem Identification
- Cost Reduction
- Revenue Generation
- Improved Employee Engagement

During this time period we would like you to come up with at least one Bright Idea and submit it to your Idea Team Leader.
This is my Bright Idea

Name: _______________________   Section/Dept. ________________

Team Leader’s Use

IDEA NO. ______
DATE: ___________ TEAM LEADER’S NAME: ________________________________
DEPARTMENT/SECTION: ___________________ IMPLEMENTED: ___ YES ___ NO ___ PENDING
BENEFITS OF IMPLEMENTING THIS IDEA: ________________________________________
ESTIMATED COST SAVINGS: ___________ ESTIMATED COST TO IMPLEMENT: ______________
NEEDS ADDITIONAL REVIEW BY IMPLEMENTATION TEAM:  _____ YES  ______NO
REVIEWED BY: ___________________________________ DATE : __________________
COMMENTS: 
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
DISPOSITION: ____________________________
APPENDIX F

SUGGESTIONS TO CONSIDER FROM OTHER CAMPAIGNS

Here are some helpful suggestions gathered from other Commanders who have implemented programs successfully:

- After the Leader Briefing, visit each Idea Team Leader one-on-one to see if he/she has questions and/or needs reassurance. Offer them the opportunity to do a "dry run" of their briefing for you.

- Have the CEO and other senior managers take a few minutes each day of the Campaign to stop and personally congratulate groups that achieved 100%, employees who submitted multiple ideas, or an employee whose idea was particularly important. Be sure your "visitor" is well informed before doing so.

- Insure the Implementation Team is shown appreciation. Encourage them to evaluate and implement as many ideas possible.

- In the Newsletter/website, have sections for:

  Bright Employees—those submitting 2-5 ideas
  Super Bright Employees—those submitting 6 or more ideas

  - List the employees by name for each category.

  - Some employees are unable to write well and hesitate to submit an idea. Be sure to offer your help and encourage your Leaders to do the same in these instances.

  - Prepare the layout of your first newsletter well in advance. The first should have photos and copy about the Idea Team Leader Briefing. The second can be "on-the-spot" interviews with a random sampling of employees questioning what they think the good times are all about.

  - Notify your Implementors of their appointment and meeting, and be sure the CEO signs the request for attendance letter. Ask the CEO to bring the meeting to order and then turn it over to the Program Commander or Chairperson. A sample letter from the CEO appears in this guide.

  - Involve the CEO and other senior management persons in the special Gold Medal Award on Fridays. Be sure to take a picture for the newsletter.

  - Have the CEO or other high-ranking management person take employees (as a group) who submit 10 or more ideas during the Campaign month out to lunch.
• Have the Implementors complete their Record Sheet in the first meeting to be certain they all understand procedures.

• Invite the local celebrity, a popular school principal or athlete, to draw for your Gold Medal Award on Friday. This is particularly valuable when seeking outside publicity.

• Set-up a Campaign headquarters/war room. This can be a vacant office used by Commanders.

• Implement ideas of gripers and complainers as quickly as possible to reinforce credibility. Having won them over, the rest should be easy.

• Provide special attention in the "care and feeding" of the "Top Gun" team members. Their job is critical and you need to constantly reinforce and provide recognition to the hard work they do.
##APPENDIX G

###Idea Flow Chart Process

####Level I Ideas

Idea Implemented at First Line Level

<table>
<thead>
<tr>
<th>STEP 1</th>
<th>Idea leaders brief their sections</th>
</tr>
</thead>
<tbody>
<tr>
<td>STEP 2</td>
<td>Individuals write down their ideas, sign cards, and submit ideas to leader</td>
</tr>
<tr>
<td><strong>Idea Accepted</strong></td>
<td>Leader discusses and accepts idea and congratulates/awards the originator</td>
</tr>
<tr>
<td>STEP 3</td>
<td>Idea implemented</td>
</tr>
<tr>
<td>STEP 4</td>
<td>Leader updates idea card</td>
</tr>
<tr>
<td>STEP 5</td>
<td>Leader sends idea to Campaign Commander. Commander logs it in and retains the form</td>
</tr>
<tr>
<td><strong>Idea Not Accepted</strong></td>
<td>Leader gives positive feedback to the originator</td>
</tr>
<tr>
<td>STEP 7</td>
<td>Leader updates idea form</td>
</tr>
<tr>
<td>STEP 8</td>
<td>Leader passes idea form to Campaign Commander who logs it and retains it</td>
</tr>
</tbody>
</table>
# Idea Flow Chart Process

## Level II Ideas

### Cross Functional Ideas

<table>
<thead>
<tr>
<th>STEP 1</th>
<th>Campaign Commander logs the idea as Level II and copies the idea form</th>
</tr>
</thead>
<tbody>
<tr>
<td>STEP 2</td>
<td>Coordinator passes the idea to the Implementation Team for review</td>
</tr>
<tr>
<td>STEP 3</td>
<td>Implementation team discusses the idea and sets deadline for implementation</td>
</tr>
<tr>
<td>STEP 4</td>
<td>Idea team assigns the idea to one member of the team</td>
</tr>
<tr>
<td>STEP 5</td>
<td>Feedback provided to the Idea Team Leader</td>
</tr>
<tr>
<td>STEP 6</td>
<td>Feedback provided to Commander whether the idea is implemented or not</td>
</tr>
<tr>
<td>STEP 7</td>
<td>Coordinator maintains written status of the idea</td>
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</tbody>
</table>
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ChartCourse.com

Gregory P. Smith, MS

Greg is the President and “Lead Navigator” of Chart Your Course International, a management development company in Atlanta, Georgia. He has implemented professional development programs in 16 countries and organizations world-wide. Greg served on the Board of Examiners for the Malcolm Baldrige National Quality Award. This award is presented by the President of the United States each year and is the nation's highest honor for business excellence. Greg is listed in Harvard University's Profiles in Business and Management: An International Directory of Scholars and Their Research. The Human Resource Executive Magazine selected him as one of the nation's Top-Ten "Rising Stars" in Human Resource Management. He has authored nine informative books and has been featured on many television and radio programs.

*We express our appreciation to WIKI for allowing us to use their photographs.