

Now Is the

*Use the TIME pyramid to sustain
innovation in your organization*

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TIME

Part 1

Part 2 to appear
in the July issue



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Just the Facts

The total innovation management for excellence (TIME) method is designed to sustain innovation in organizations.

Also referred to as the TIME pyramid, it is made up of six tiers, and each tier is comprised of various building blocks.

The method blends key parts of other improvement methods to demonstrate to stakeholders that the organization is focused on improving performance and adding value.

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The total innovation management for excellence (TIME) method provides a complete organizational structure that stimulates innovation and creativity in any organization.

This article—the first in a two-part series—provides an overall view of the TIME method and its 16 building blocks. A future article will provide an understanding of what goes into each of the 16 building blocks.

Different functions' improvement approaches

James Kirk from “Star Trek” would define today’s business as a no-win scenario. The champions of methods, such as total quality management, lean, customer relationship management, business process improvement, simulation, TRIZ and other best practices, often report to different parts of the organization. Each function considers its favorite priority activity that must be improved. To improve the organization’s performance management search for the silver bullet, it jumps from one improvement approach to another to get better results.

These methods typically focus on one or more of the following: innovation, quality, productivity, creativity, profits, supply chain management, return on investment and market share. Each function has its favorite method to promote:

- + Finance wants management to invest heavily in cost-reduction methods, such as activity-based costing.
- + Manufacturing engineering wants management to invest heavily in automation and mechanization.
- + Product engineering wants management to spend more on basic research.
- + Sales and marketing want products that are far more innovative than those of the competition.
- + HR believes the secret to profitability is investing in employee training to improve workforce skills.
- + Field services want more reliable products.
- + Investors want increased stock prices and dividends.
- + Employees want job security and more pay for doing less work.
- + Consumers want products and services to be much less expensive but to function better than more expensive products and services.
- + Consumers constantly threaten to go to the competitor if the organization doesn’t meet their needs.
- + Quality engineering wants everything.

All these functions want the executive team to devote all its time and money to their favorite improvement approaches. However, the CEO knows that between 85% and 90% of his or her budget is already committed to expenses such as taxes, maintenance, payroll and materials. These are the day-to-day

things essential to keeping the organization functioning. As a result, only 10% to 15% of the budget can be considered discretionary spending. Every function in the organization is competing for this part of the organization’s budget and 100% of the CEO’s time. And each function promises mouthwatering results.

Currently, *ISO 56000:2020—Innovation management—Fundamentals and vocabulary* defines “innovation” as a “new or changed entity, realizing or redistributing value.”¹ An innovation can be a product, service, process, model, method or any other entity or combination of entities. Furthermore, a model can be a business model, operational model or any other value-realization model. Anything in any area can be innovated.

The standard defines “entity” as “anything perceived or conceivable,”² and “value” as financial or nonfinancial resources or advantages.³

What is TIME?

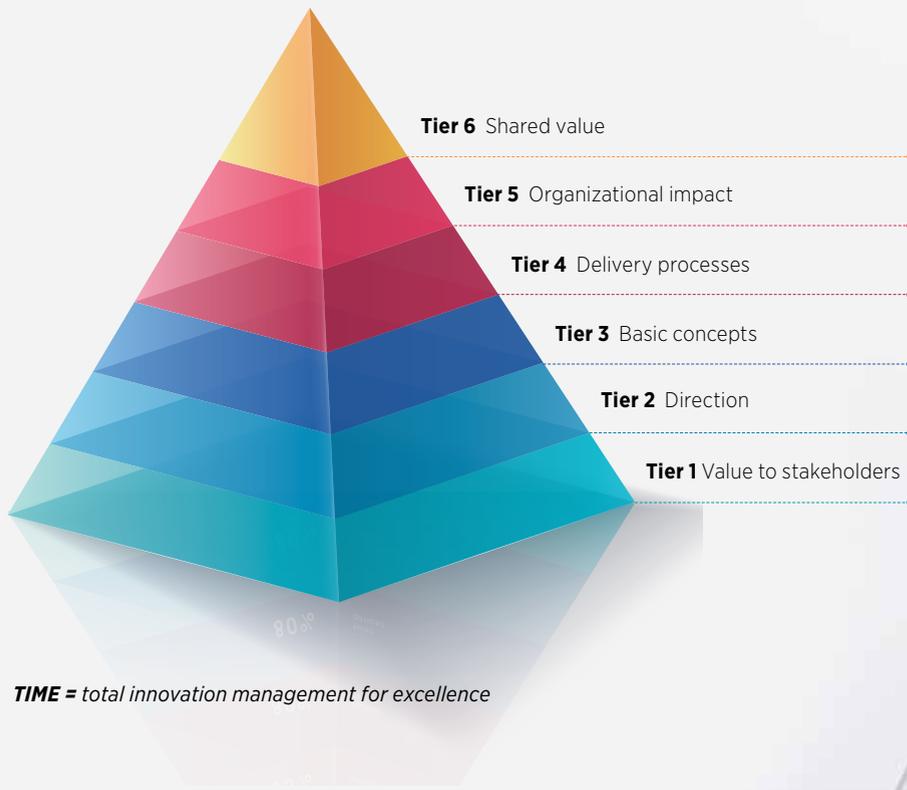
TIME is meant to change an organization’s culture where improvement methods are directed at solving today’s problems. TIME combines continuous improvement tools and techniques, and focused approaches. This provides technology for the organization to balance value between continuous improvement and long-range opportunity improvement. This is necessary because today’s problems can’t be ignored to focus only on the future—future reputation is based on today’s products and services. The smooth integration between the two approaches must be effective and transparent.

TIME is a method designed to take advantage of the most positive aspects of each of the best practices the various functions in the organization are promoting. TIME blends key parts of these methods in a manner that demonstrates to stakeholders that the organization’s culture is primarily focused on improving performance and adding value to each stakeholder. The six tiers of the TIME pyramid are (see Figure 1):

1. Value to the stakeholders (the foundation).
2. Setting the direction.
3. Basic concepts.
4. Delivery processes.
5. Organizational impact.
6. Shared value.

FIGURE 1

The 6 tiers of the TIME pyramid



To accomplish this, TIME uses 16 key building blocks to construct an organizational profile designed to consider all the individual stakeholders' desires. (The term "stakeholder desires" is used rather than "stakeholder needs or requirements.") These building blocks are strategically aligned to increase the organization's efficiency, effectiveness and adaptability. This combination of building blocks makes up the various tiers of the TIME pyramid (see Figure 2, p.40).

Tier one: Value to stakeholders

Tier one is designed to support the pyramid. Its objective is to provide added value to the stakeholder. It contains only one building block: the foundation. The foundation must sit firmly on a bedrock, thereby establishing a platform for the other 15 building blocks.

This foundation is built on a bedrock to provide maximum stability to the pyramid—too many of the present technologies, such as Six Sigma, lean and total quality management, are built on an unstable sand base. The bedrock assures to

the stakeholders that the organization's activities are stable and well-constructed. No matter how elaborate the construction is, the organization is doomed for failure without a good foundation.

Tier two: Setting the direction

The second tier in the pyramid is used to set the innovative direction of the organization's performance strategy. It consists of five building blocks:

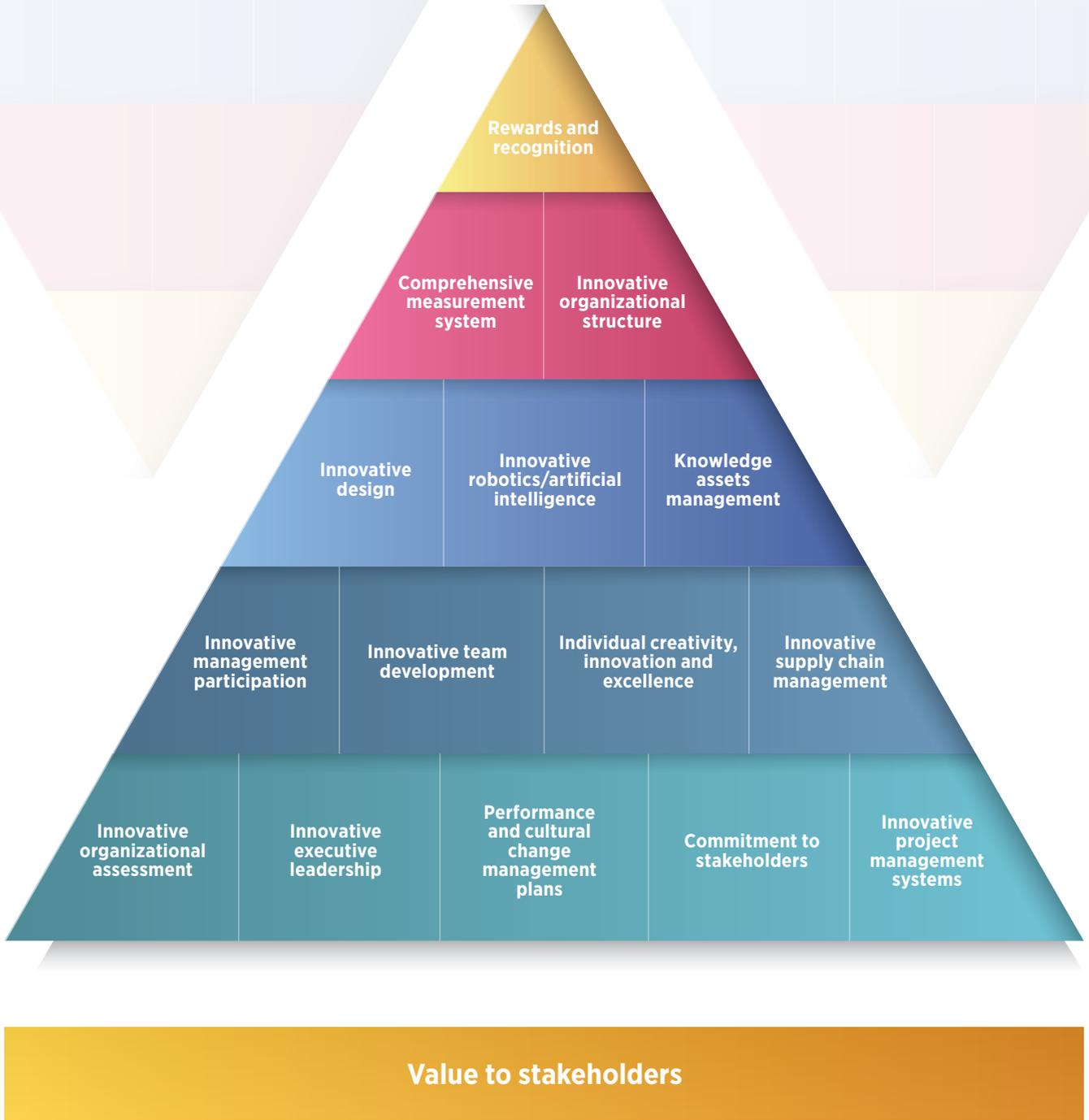
1. Innovative organizational assessment.
2. Innovative executive leadership.
3. Performance and cultural change management plans.
4. Commitment to stakeholders' expectations.
5. Innovative project management systems.

Tier three: Basic concepts

The third tier in the pyramid is directed at integrating basic innovative concepts into the organization.

FIGURE 2

The TIME pyramid



TIME = total innovation management for excellence

It consists of four building blocks:

1. Innovative management participation.
2. Innovative team development.
3. Individual creativity, innovation and excellence.
4. Innovative supply chain management.

Tier four: Delivery processes

The fourth tier is the delivery processes level. This tier of the pyramid focuses on the organization's processes and the output the customer receives. It consists of three building blocks:

1. Innovative design.
2. Innovative robotics and artificial intelligence.
3. Knowledge assets management.

Tier five: Organizational impact

The fifth tier of the pyramid is the organizational impact level. By now, the innovative performance improvement process is well underway in the organization, and it will soon start to affect the organization's structure and measurements.

This tier consists of two building blocks:

1. Comprehensive measurement systems.
2. Innovative organizational structure.

Tier six: Shared value

The last tier, shared value, is at the top of the pyramid because it provides the mortar that holds the individual building blocks together. It is made up of one building block: rewards and recognition. Without enough innovative mortar, the building blocks of the pyramid can shift and decay. As the individual building blocks shift around, it causes large cracks and voids that weaken the pyramid until it's unstable.

The TIME pyramid is created to provide additional value to all the stakeholders. The added value content and results must be shared with the relevant stakeholders.

The bigger picture

Often, performance improvement initiatives come along, flourish and dissolve. We've all been through zero defects, quality circles, continuous improvement, TRIZ, total quality management, ISO 9000, business process improvement, organizational change management, Six Sigma, lean—the list goes on. Now, we are in the middle of product and process innovation.

Each of these methods has its good points and a few bad points. The problem many organizations have

is that they are focused on part of the business rather than managing the total business. It doesn't matter if you're a small, medium or large organization—things must function in harmony and unity throughout the organization.

The TIME pyramid, on the other hand, blends key parts of these methods to focus on the entire business. If you think of the TIME pyramid like building a home, we've just put up the foundation, framework, electrical and plasterboard. After the framework is up, you start making decisions about what to put in the various rooms of the house (which will be covered in a future article).

When building a home, many options must be considered to meet the personalities of the people who will be living in the house. And, just like building a home, there are many types of improvement operations, tools and techniques that must be considered and customized to work homogeneously with the personalities of employees, managers, executives and the board of directors of the pyramid. [QP](#)

REFERENCES

1. International Organization for Standardization (ISO), *ISO 56000:2020—Innovation management—Fundamentals and vocabulary*, subclause 4.1.1.
2. *Ibid*, subclause 4.2.5.
3. *Ibid*, subclause 4.2.6.



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