

## Training

**Next Step Associates** provides training in Innovation Processes through working with people on projects for new products or services. **Learning while doing** is more efficient and effective. Training is designed to suit your needs, from one day events to 5 day project design and implementation programmes.

We also provide **coaching and mentoring**, for any issues on change and innovation within your company, to individuals and small groups.

Our stand alone and in-house courses provide for innovation needs in engineering, science and technology, education and business organisation.

Most recently we have worked on courses for innovation in the Retail Trade through working in retail ourselves. Our core process is called TRIZ, which stands for the **Theory of Inventive Problem Solving**.

### **Retail Innovation courses**

These can be split into 3 areas:

1. **Innovating customer service** - a recent innovative experiment involved using TRIZ to improve selling skills! There were plenty of opportunities to conduct experiments, and experiments with selling Fish could be applied to any direct selling environment.

**"Innovating Customer Service"** - using TRIZ - a one day course for those managing and doing in the world of direct customer service. This course involves you in using TRIZ as a set of creativity tools for improving your customer service, challenging your contradictions, developing something that will make a difference between you and your competitors. A special fee structure is available for a roll out across stores in a region, or nationally.

This course has been developed from real time experimentation with interactions with customers.

Stories include:

The customer's scarf

How Crabs move sideways

Cooking fish is the same as cooking carrots

The Physics of skinning fish

Making friends with Aliens

How big do you want it?

And, we have a new consultancy framework for store managers and area managers - **"How to Innovate in the Retail Trade"**

### **2. Policy and Practice - a People Business**

At the Super-System level of the store itself, there are policies and procedures which are interpreted, reframed, and ignored! What goes on is implemented in many different ways because people are people and they:

May want an easy life or just like to be awkward and different

Do not know the procedures and policies well enough to implement them consistently  
Know that the procedures and policies do not work without them being changed

Most staff training and management is focussed on the first two.

A TRIZ review suggests that most **people start changing things because they do not work**. And of course the changes are haphazard, are not directed at consistent objectives, are often contrary to the business as a whole.

Also, people change the way they do things because the company way does not meet some deeper personal needs.

So we offer -

A new Training Course - "**Training for Change**" for all staff at a Retail Store - how to help people change what they do so that everything works well.

**"Evolution by Design"** - An away day for store managers and deputies to look at how to "Evolve" Store Procedures as part of a complex web of needs, goals and objectives, exploring how real people might interact with current and future trends and practices. This uses concepts from Evolution, Psychology and TRIZ - producing a more predictable outcome which is planned in an evolving way.

### **3. Little Improvements and Big Benefits**

Store life involves all kinds of short, quick, little events which added up take a lot of time and are not delivering store benefits according to Core Principles or Ethics. Sometimes they do not even accord to the Law.

So we now offer a half day "**Inventing**" **workshop** taking any small events and activities and redesigning them so that they work better, faster and in accordance with the law and ethical policy.

For more complex issues these sessions can continue until the problem is solved.

An example of one inventive solution using TRIZ to solve a problem will soon be published on the TRIZ web site, [www.triz-journal.com](http://www.triz-journal.com)

Contact us for more details of how we can help you manage a more effective and profitable business.

Our new **7 Steps TRIZ Matrix Process** is written in non technical language, and is therefore **ideal** as a starting point **for using TRIZ for softer issues in services, management systems, software systems** and any other non technical area. **This is what people have been asking for and now we have it.**