

Assessment criteria Graduation Project – Implementation 2024-2025

Assessment format

Individual assessment to determine your ability to (partially) implement an innovative solution of your own design without the commissioning client organisation.

Assessment criteria

- 1) *Implementation activities*
 - a. Executes an innovation implementation process that leads to complete and valid results
- 2) *Getting buy-in from stakeholders*
 - a. Organises buy-in/commitment from the organisation and stakeholders

Assessment instruction

You will show you have mastered the BI Meta-skills at the appropriate 'Junior Innovation Professional' level and meet the assessment criteria by submitting the following deliverables.

- A) A **Job Appraisal by the commissioning client** of your graduation project, using the graduation project job appraisal form in appendix 1;
- B) A **Log of the implementation of the innovative solution** (created for the Graduation Project Log & Reflection) that makes your implementation process insightful. We should be able to see your iterations, different types of prototypes, train of thoughts and decisions along the way (with justifications). We urge you to build this log while you work rather than constructing it in hindsight;
- C) An **Implementation Plan**. In case you are not able to fully implement your innovative solution this additional deliverable is required. The implementation plan describes in detail the steps your commissioning client should take to fully implement the innovative solution. This plan should be written in such a way that your commissioning client does not have to conduct any additional research;
- D) **An Oral Defence Session** of 45 mins with your examiner and your graduation supervisor (and whoever you decide to invite to the session) during which you present the highlights of your solution, your implementation process and your reflection (max 25 minutes in total), and your examiner can ask questions (approx. 20 mins).

KNOCK OUT CRITERION:

All written deliverables should each include the mandatory BI cover page clearly stating the details of the student, the details of the document and for which graduation assessment (please use the provided template).

The general and overarching criteria that apply for the Graduation Project Implementation are:

- ✓ Solutions/designs are coherent, well supported and logically consistent;
- ✓ All statements are substantiated by relevant research;
- ✓ All ideas must be original and created by the student;
- ✓ All text is based on The Unicode Standard for text representation i.e. text may not be inserted as images;
- ✓ All information provided should be clear and intelligible, in terms of language and visuals used. If the message conveyed is unclear and/or illegible and/or unintelligible, the assessment dimensions mentioned below cannot be assessed and the student will receive an 'incomplete'.

The criteria that apply for the assessment of the study unit Graduation Project Implementation are listed in the following pages.

Criteria	Indicators
<p>1) <i>Implementation activities</i></p> <p>a. Executes an innovation implementation process that leads to complete and valid results</p>	<p>Excellent 8 points <i>In addition to 'good':</i></p> <p>1a Composes their own appropriate innovation process, synthesising relevant elements of existing generic models. Considers resources (e.g. human, financial, technological) needed to implement the selected solutions. Considers relevant possible threats to the implementation plan, like misunderstandings within the team and constraints to the process, in advance and formulates appropriate 'plan B' actions to avoid them. Suggests relevant alternatives/solutions to circumvent identified bottlenecks/risks in the process. Provides several fall back scenarios for the implementation of the solutions. Conducts in-depth research into suitable partners, identifying specific realistic business partners for the entire development and implementation phase. Monitors the continued feasibility of the specs/key performance indicators formulated and makes substantiated decisions about them along the way. Identifies several substantiated possible courses of action regarding the next steps needed to further implement/grow the innovative solution, taking several appropriate (stakeholder/issue) angles into consideration.</p> <hr/> <p>Good 6 points <i>In addition to 'sufficient':</i></p> <p>1a The implementation approach clearly and appropriately considers (political/diplomatic) sensitivities, being aware of the significance of their tasks and performance. Considers the interrelationships between all necessary activities and plans their execution in conjunction with each other. Appropriate sequence of activities (that ensure/strengthen chances of success and take into consideration possible resistance, important actors etc.). Considers possible plausible bottlenecks risks in the process and how to counter them.</p> <p>Identifies several specific realistic business partners, justifying their fit with the business' DNA and innovative solution at hand. Identifies a few insightful and relevant types of people to involve in the development and implementation process. Reasoning behind the activities and planning is explicit and free of flaws. Uses educated guesses (explicitly) when not sure how to proceed. Monitors the quality of the implementation process continuously and deviates timely and justifiably from the plan when necessary (creating 'plan B' on the go). Outcomes of the implementation are mostly successful.</p>

	<p>Sufficient 4 points</p> <p>1a Considers several approaches and scenarios for the implementation of the innovation and makes appropriate and substantiated choices, applying generic theoretical models to the specific situation, also considering the situation surrounding the implementation (politics & diplomacy). Defines a realistic duration, scope, people involved (execution), and obvious prerequisites for the implementation, taking into account the necessary and available resources (human, technological, facilities) and other direct actors involved. Identifies obvious risks and relevant measures to neutralise or minimise them. Plans all necessary activities to (partially) implement the innovative solution (budget, marketing, sales, purchasing, HR, production, design, (financial) support, acquisition, etc.) appropriately, also considering interdependencies between the activities. Formulates relevant and realistic specs/key performance indicators for the implementation process. Business partners and people identified to further develop and implement the innovative solution are relevant. Reasoning behind activities and planning is explicit and correct. Applies appropriate 'debugging' strategies and a variety of work aids when stuck. Executes their implementation plan appropriately with practiced, internalised and integrated skill. Changes to the plan are fully justified and acceptable. Works within budget, exceedings of the budget are fully justified. Outcomes of the implementation process are fully justifiable (including failures). Communicates directly, purposefully, clearly, well-organised and in a timely manner to actors involved in the innovation project.</p> <p>Insufficient 0 points</p> <p>1a Neglects to consider pros and cons of various possible approaches. Charges through without consideration of the situation surrounding the implementation. Lists generic steps in the innovation process and models from the theory studied, without applying (converting) them to the situation at hand, or does not appropriately substantiate the activities identified with relevant theory. Duration, timing and/or scope, if considered, are unrealistic. Necessary resources are not appropriately substantiated. Prerequisites are missing or irrelevant. Critical success factors are missing or irrelevant. Has not formulated specs to monitor the quality of the process (including the quality of the innovation being developed) or does not use the specs to monitor the quality of the process. Focuses only on immediate term. Neglects to identify relevant types of business partners or the characteristics these should possess. Forgets a few obvious important types of people to involve. Reasoning behind choices and actions is not explicit or is unreasonably flawed. Tends to quit when stuck. Conducts activities in a haphazard manner, with no apparent clear goals or plan. It is unclear why certain activities have been conducted. Exceedings of budget are not explained and justified. The implementation process is incomplete; does not consider all appropriate elements or simply announces these elements need more looking into (i.e. 'plans' the activities/elements, but doesn't perform them). Communication with relevant actors is haphazard, unclear or mostly missing.</p>
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<p>2) <i>Getting buy-in from stakeholders</i></p> <p>a. Organises buy-in/commitment from the organisation and stakeholders</p>	<p>Excellent 8 points</p> <p><i>In addition to 'good':</i></p> <p>2a Establishes a climate that allows for effective development, generation and implementation of work products and ideas with shared accountability for the relevant stakeholders' goals. Navigates 'politics' smoothly and consciously, anticipating views and actions of their intended audience and acting accordingly. Exhibits a strong legitimate confidence in their work and presentation.</p>
	<p>Good 6 points</p> <p><i>In addition to 'sufficient':</i></p> <p>2a Incorporates all interests of the organisation and direct stakeholders explicitly in an appropriate way their decision making, and considers some societal interests as well. Harnesses the strengths of direct stakeholders in their approach and decision making. Adjusts their message and communication style to the different kinds of audiences they are trying to get buy-in from.</p> <p>Manages to acquire explicit (financial) support and commitment for the execution/implementation of their ideas and plans.</p>
	<p>Sufficient 4 points</p> <p>2a Considers the interests of the organisation and direct stakeholders and incorporates some of them explicitly in their decision making, without losing sight of their own interests. Harnesses the knowledge and perspectives of direct stakeholders in their approach and decisions. Encourages others to express themselves to him in an appropriate manner. Presents relevant inspiring related materials to their audience to strengthen their point. Reasoning is clear, credible and substantiated with appropriate sources and materials. Shifts reasoning perspectives (inductive, deductive, abductive, analytical, creative, critical, lateral etc.) on the go to accommodate the thinking style of their audience. Communicates with real voice, clearly and concisely, creating focus, energy and passion.</p>
	<p>Insufficient 0 points</p> <p>2a Neglects to consider the interests of the organisation and direct stakeholders in their decision, or does whatever is in the interest of the organisation or direct stakeholder even if it goes against their own interests. Involvement of (knowledge and perspectives of) direct stakeholders is very limited or missing completely. Reasoning is somewhat unclear or inconsistent. Holds on to their message and style of thinking even when it's clear the audience doesn't follow (needs a different reasoning style). Comes across as timid and somewhat insecure; fails to convince their audience of their message.</p>

Meta-skills involved

DESIGN, EXECUTE, LEAD

Appendix 1: Graduation project Commissioning client job appraisal form

Student name:	
Name of company supervisor:	
Date:	
Signature:	

Please indicate per item below which is the most appropriate regarding the BI student's performance.

Diplomacy		
<i>Insufficient</i>	<i>Sufficient</i>	<i>Good excellent</i>
Charges through without consideration of the situation surrounding the implementation.	Considers the situation surrounding the implementation of the innovation. Shows some awareness of sensitivities in the organisation/department and navigates those appropriately.	The implementation approach clearly and appropriately considers (political/diplomatic) sensitivities.
Neglects to consider the interests of the organisation and direct stakeholders. Does what s/he thinks is right.	Considers the interests of the organisation and direct stakeholders and incorporates some of them explicitly in their decision making.	The interests of the organisation and the direct stakeholders are fully addressed in the process and outcomes.
Doesn't collect or ignores the knowledge and perspectives of direct stakeholders	Includes the knowledge and perspectives of direct stakeholders in their approach and decisions, when appropriate.	-
Forgets a few obvious important internal or external partners to involve.	Involves all relevant internal and external partners.	Identifies a few insightful and relevant internal or external partners to involve in the development and implementation process, that will strengthen the outcomes.

Working according to plan		
<i>Insufficient</i>	<i>Sufficient</i>	<i>Good excellent</i>
Duration, timing and/or scope, if considered, are unrealistic. Necessary resources are not appropriately substantiated. Prerequisites are missing or irrelevant. Critical success factors are missing or irrelevant.	Works according to a realistic plan, respecting available resources (human, financial, technological, facilities).	Executes activities in such a way that chances of success are ensured/strengthened, also taking possible resistance into consideration.
Conducts activities in a haphazard manner, with no apparent clear goals or plan. It is unclear why certain activities have been conducted.	Plans all necessary activities to (partially) implement the innovative solution, also considering the interdependencies between activities.	Considers the interrelationships between all necessary activities and plans their execution in conjunction with each other.
The implementation process is incomplete; does not consider all appropriate elements or simply announces these elements need more looking into	Delivers what s/he says s/he will deliver, when s/he says s/he will deliver and in compliance with the quality specs agreed on.	Delivered more than agreed on, or often delivered before agreed deadlines, always in compliance with the quality specs.
Exceedings of budget are not explained and justified.	Fully justifies changes to the plan and deliverables. Changes (if applicable) were acceptable.	Considers possible obstructions to the process in and formulates an appropriate 'Plan B' in advance.

Communication		
<i>Insufficient</i>	<i>Sufficient</i>	<i>Good excellent</i>
Communication with relevant actors is haphazard, unclear or mostly missing.	Communicates directly, purposefully, clearly, well-organised and in a timely manner with all those involved in the innovation project.	Communication is very clear and fitting for his/her audience.
Reasoning behind choices and actions is not explicit or is unreasonably flawed.	Explains his/her choices and activities clearly and in a timely manner. Reasoning is clear.	Reasoning behind the activities and planning is explicit and free of flaws.
Communicates timidly, does not take the stage. Is unconvincing.	Communicates with real voice, clearly and concisely, creating focus, energy and passion.	Strong communication, is very convincing and enthusing.
Is mostly self-centered in his/her communication; doesn't realise others might have something to say, but aren't saying it.	Encourages others to express themselves to him in an appropriate manner.	Shows awareness of people leaving things unsaid and convinces them to speak up.

Work attitude		
<i>Insufficient</i>	<i>Sufficient</i>	<i>Good excellent</i>
Tends to quit when stuck. Constantly asks for help, without first trying him/herself.	Applies a variety of work aids when stuck. Asks for help when appropriate.	Uses educated guesses (explicitly) when not sure how to proceed, checks these guesses with more knowledgeable people.

Room for additional remarks by the company supervisor
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