

# INNOVATION & CREATIVITY ASSESSMENT RESULTS

PREPARED FOR:

**Cardinal Health Specialty Solutions**

Wednesday, October 16, 2019

PLATYPUS  
LABS

## ASSESSMENT RESULTS

- **The Innovation & Creativity Assessment was offered to all team members of Cardinal Health's Specialty Solutions team.**
- **There were 648 team members who started the assessment and 574 team members who completed the assessment.**

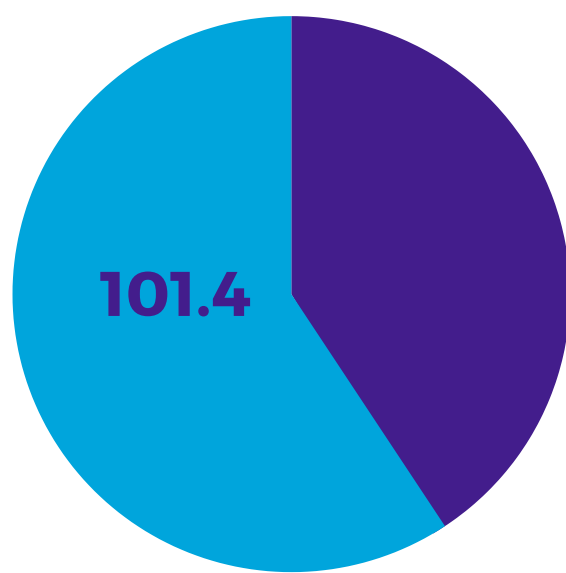
## OVERVIEW

The Cardinal Health Specialty Solutions team is in the same situation as nearly 60% of the business population. The team has great creative interests and abilities, but most of the time, they are being restricted. The team is likely frustrated with things like the innovation process or drive for short-term results, and have beliefs that are holding them back from expressing their true creative energy and abilities.

The team members have likely been telling themselves limiting things like "I'm not creative," or "I can't share my ideas because people might judge me," further inhibiting their willingness to explore new possibilities and leverage their imagination to solve problems.

The good news, is that their creative muscles just need to be dusted off and given a good workout! With a proper framework and some practice, the team at Cardinal Health Specialty Solutions can unlock the creativity that they didn't even realize they had - and can start enjoying an exciting new way of approaching complex business challenges!

The following are the combined results from the 574 responses. A breakdown by business unit is provided at the end.

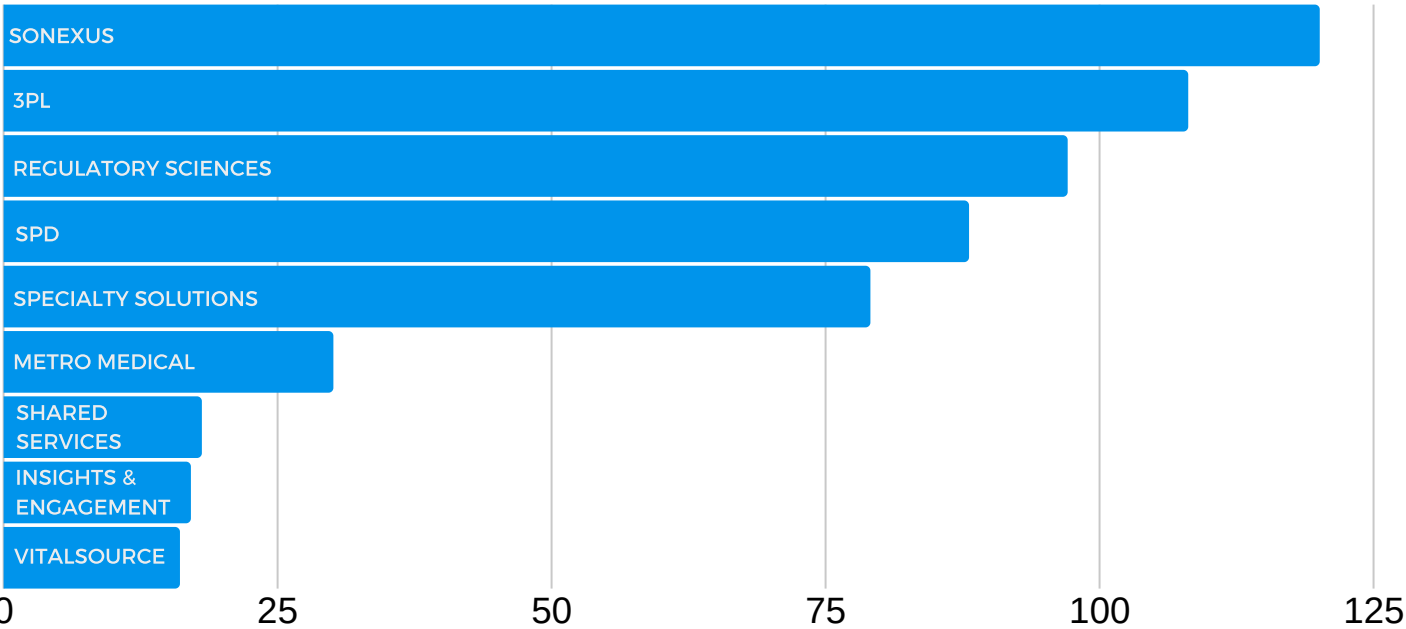


THE CARDINAL HEALTH  
SPECIALTY SOLUTIONS  
TEAM SCORED  
**101.4**  
OUT OF 150

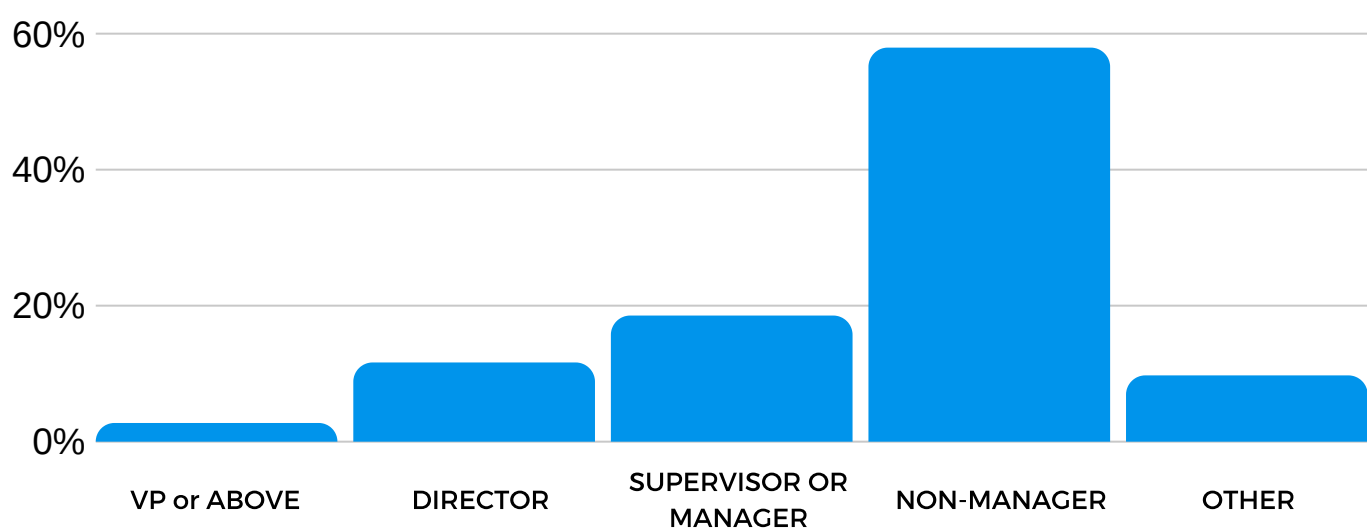
# PARTICIPANT SUMMARY

There were total of 648 team members who started the assessment, of which **574** completed. Here is a breakdown of the participants:

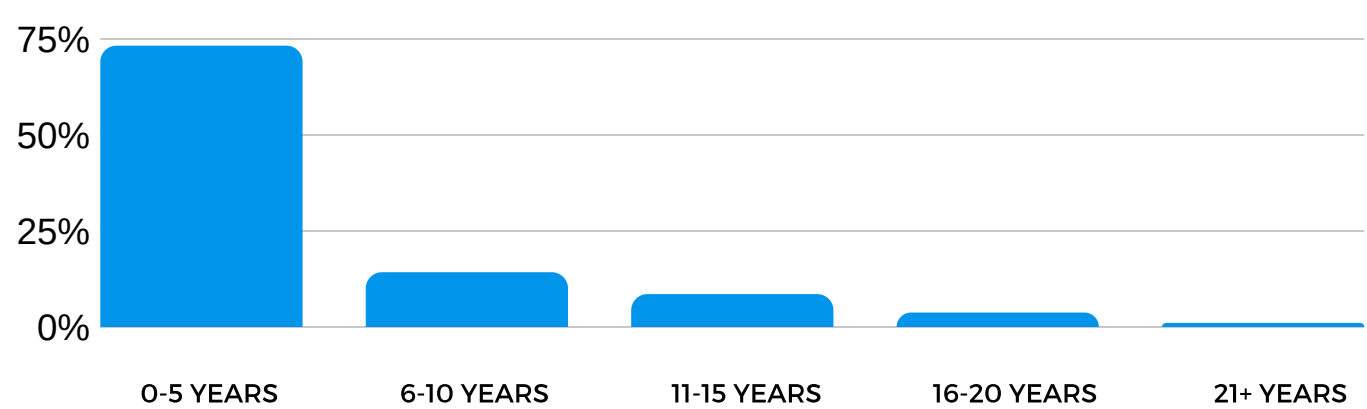
## BY ORGANIZATION



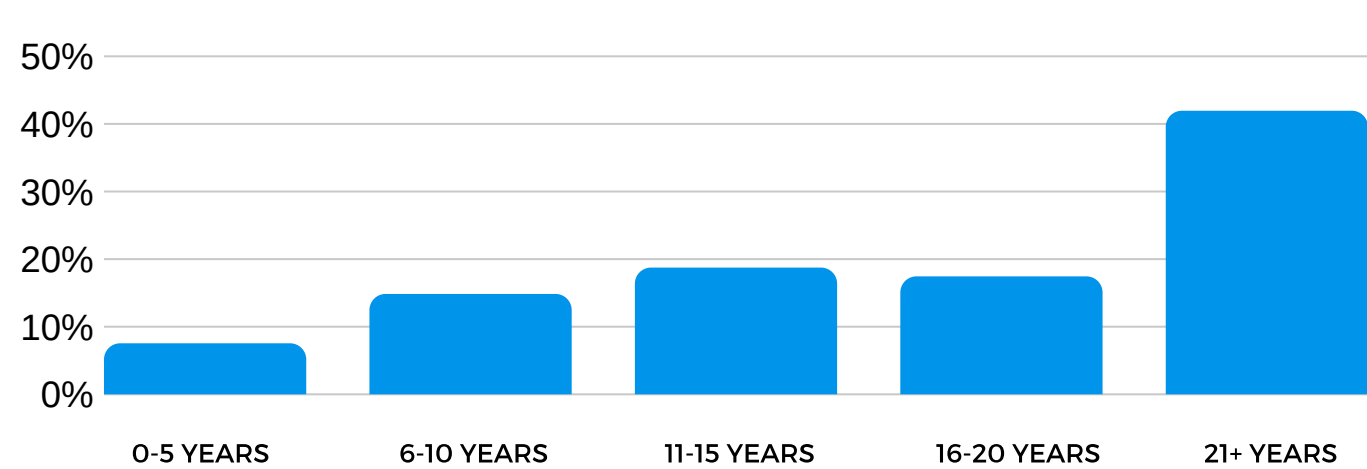
## BY TITLE LEVEL



## BY TENURE AT CARDINAL HEALTH



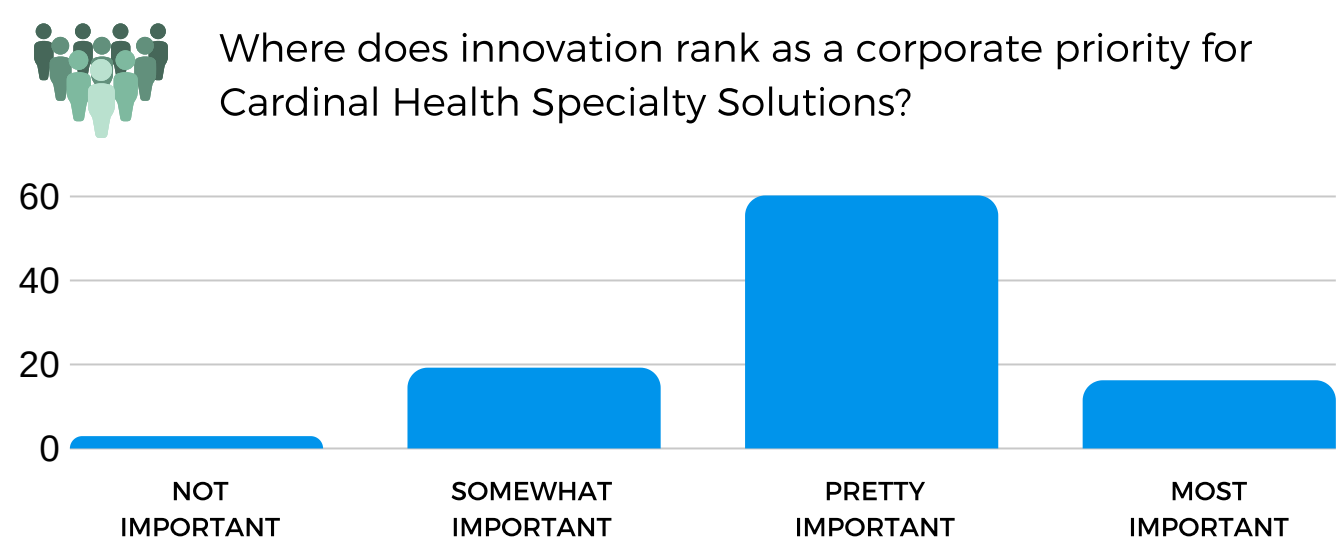
## BY TOTAL YEARS OF WORK EXPERIENCE



# ORGANIZATION RESULTS

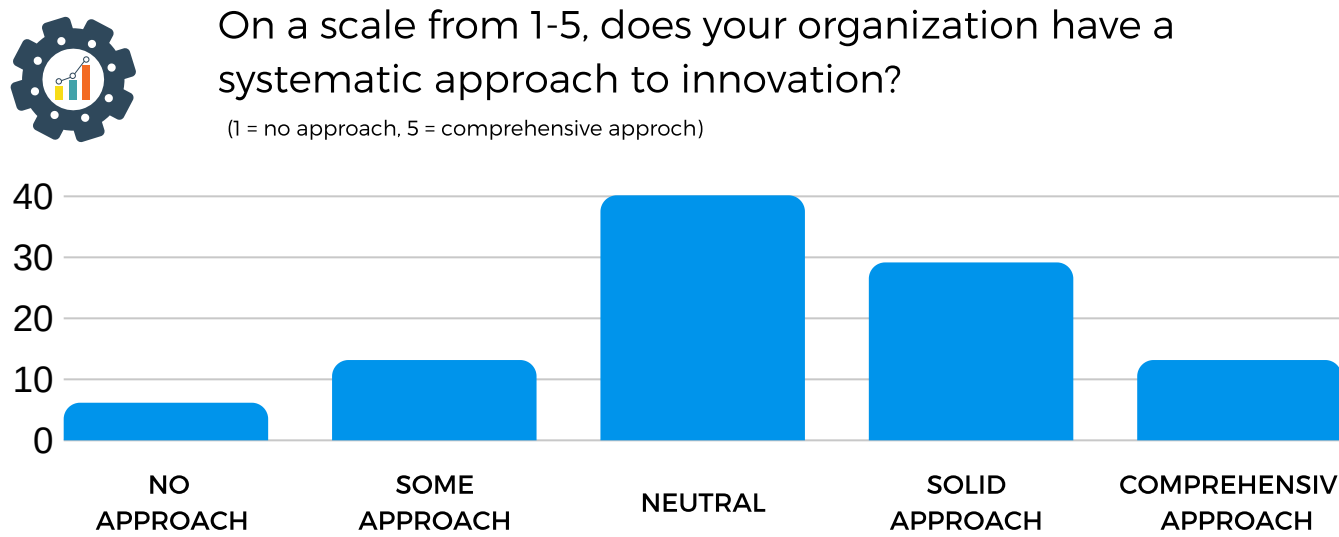
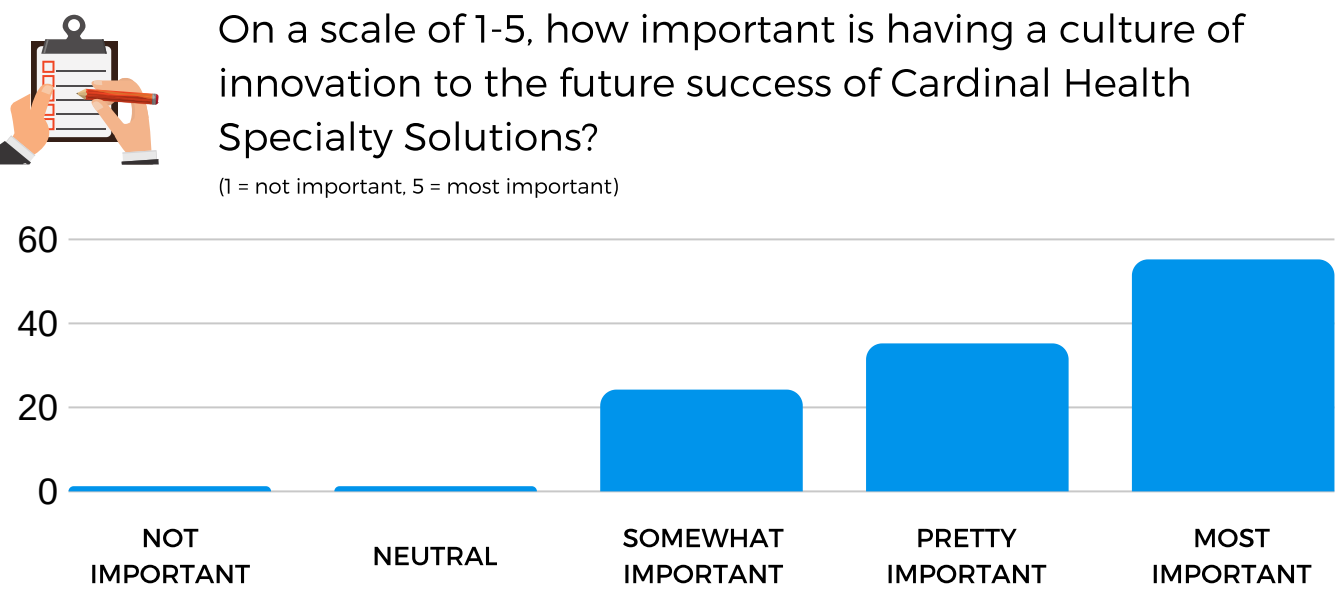
## INNOVATION CAPACITY

These questions correspond to the general characteristics about the innovation culture and readiness of the organization.



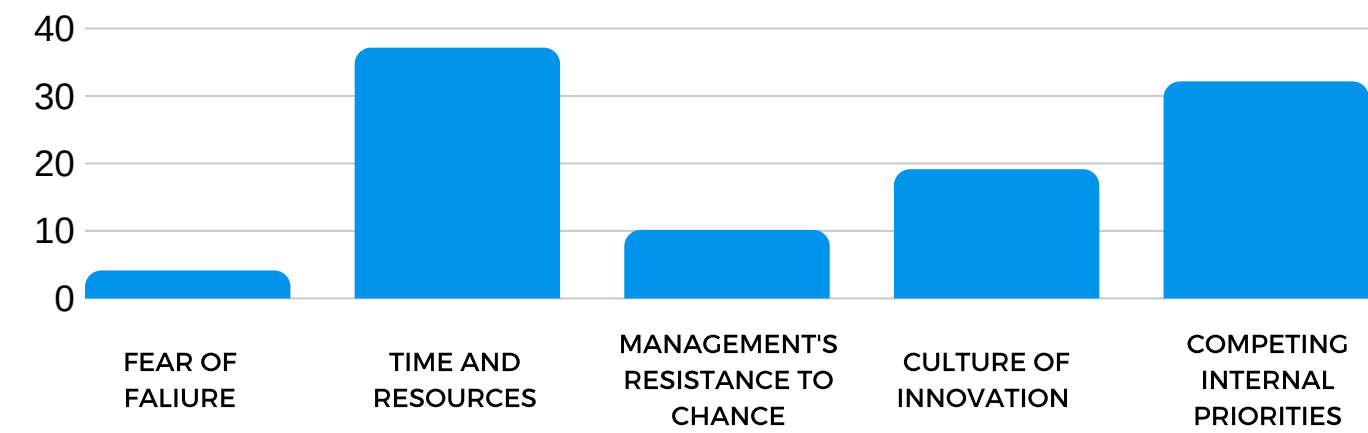
### Open-Ended Verbatim:

- They desire it - but don't do enough to make it a reality. Investing in the 'right people' and creating the 'right culture' is actually needed.
  - Innovation is important and there are projects in the works but we are behind as far as technology and internal systems and the projects in place are taking too long to flourish. This is hindering our relationships with customers due to processes we currently have no fix for.
  - The most important for this Fiscal Year, pretty important at all other times.
  - Understood but not embraced.
  - I think the management realizes the importance of innovation, but there seems to be some disconnect on how opportunities are identified and internal subject matter expertise is not utilized as much as it can be.
- In shared services, we talk about it but don't put it into action.
  - I think it should be the most important thing - but currently I perceive this as only somewhat important.
  - We say it is important - however, we don't seem to move forward with anything innovative due to lack of resources, staff, or people not wanting to change the way they do things.
  - It depends on the BU. Sonexus is high while distribution is low.
  - I am guessing due to modest budgets and vendor requirements we are not nearly as innovative as we should be.
  - I have no idea what Corporate's priorities are.
  - It's important, but the process is too difficult.





## What is your organization's top challenge or obstacle in driving innovation?

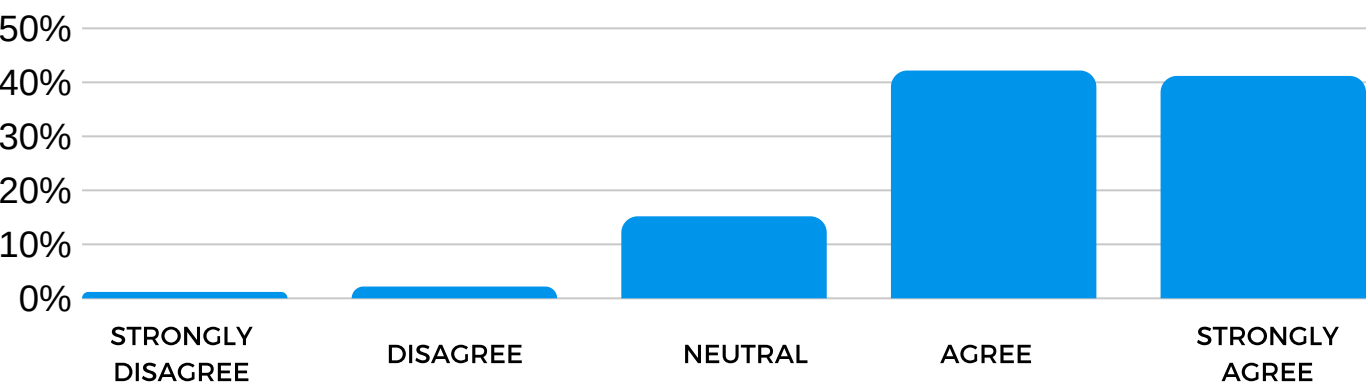


### Open-Ended Verbatim:

- There is no extra time for professional development.
- "We have to wait until after Pmod" is heard regularly and, right or wrong, seems to throw cold water on the concept of innovation. The post-Pmod vision needs to be shared to keep the dream alive in the interim.
- Silos within Specialty Solutions and all of the above.
- Determining best destination to reach with the innovation.
- Limited bandwidth of key individuals along with financial resources.
- Technology.
- All above plus a short term focus on bottom line rather than a long term focus on growth.
- Overcoming legal and compliance barriers.
- We need a strong training foundation before putting our people out on the floor. With a strong base of some of the options available to them the representative will be able to make intelligent, thoughtful decisions that will have a positive impact on our patients and consequently our company.
- Siloed business units, lack of information sharing.
- Combination of internal priorities, staffing, budgets and expectation of getting more out of less vs investment in innovation and creativity to develop new products to meet demands upon customers and leverage industry change and trends.
- General resistance to change.
- Employees' current workload is already over bandwidth.
- SILO's.
- When we tell them things that would make our jobs easier, our comments are ignored.
- Our platform is fragile. We spend too many resources supporting the platform vs. innovative building.
- Identifying the right opportunities and not identifying mistakes early enough - "Sometimes when you innovate, you make mistakes. It is best to admit them quickly, and get on with improving your other innovations." - Steve Jobs
- We do not work well across groups.
- Staff not wanting to change current processes.
- Fostering a culture of adoption in the marketplace.
- Following the processes we have identified; involving the right people at the right time.
- IT
- I believe it is a mixture of competing internal priorities, overcoming the resistance to change, and time and resources.
- Subject matter experts are rarely included.
- Time is the biggest constraint.
- Prioritization and coordination of opportunities for innovation.
- Including the larger company.
- Associate retention.
- The PD business making decision and speaking on behalf of SPD.
- In SPD, sales is not held to the same standards as CSR's. Customers often get one answer from us, Held to a policy vs. sales telling them otherwise. There should be no "gray area" and everyone needs to follow policies across all roles.
- I feel that there has been no strategic direction in the Acute/Physician Office space. In my time in pricing, there has been no determinable strategy on how we price customers.
- Current issues with technology.
- Truly a blend of all of the above.
- Certain shared services are actually impeding progress, resistant to change, do not possess customer service or solution oriented mindset.
- L&R and not willing to spend to grow. We cut to show profit but don't spend to grow.
- Not necessarily only management, there are employees as well not welcoming change.
- The strive to be an industry leader requires innovation.



## I feel prepared to incorporate innovative thinking into my job.



# ASSESSMENT RESULTS

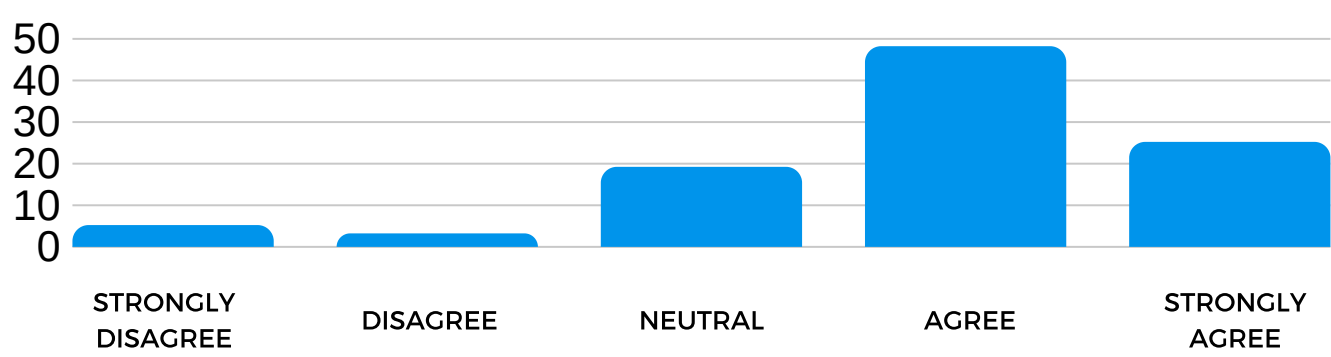
## CREATIVE READINESS

This score corresponds to the team's general characteristics related to their desire and readiness to innovate.

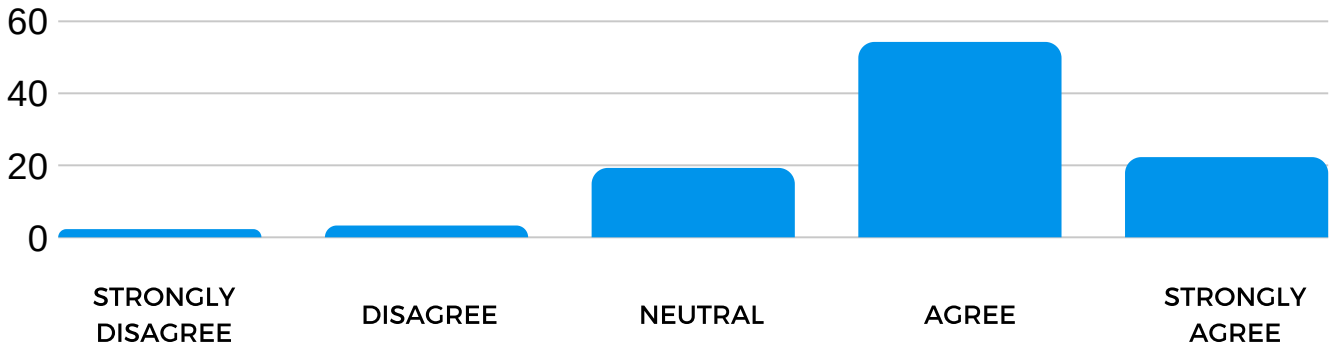
AVERAGE

18.2  
OUT OF 25

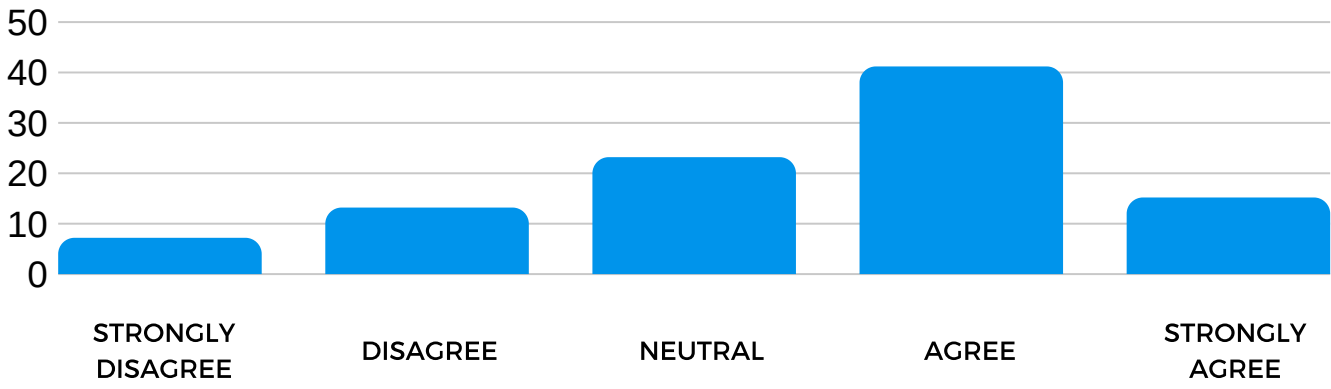
**Q1:** I bring my creativity with me to every meeting and use it in every interaction. It is truly a part of who I am.



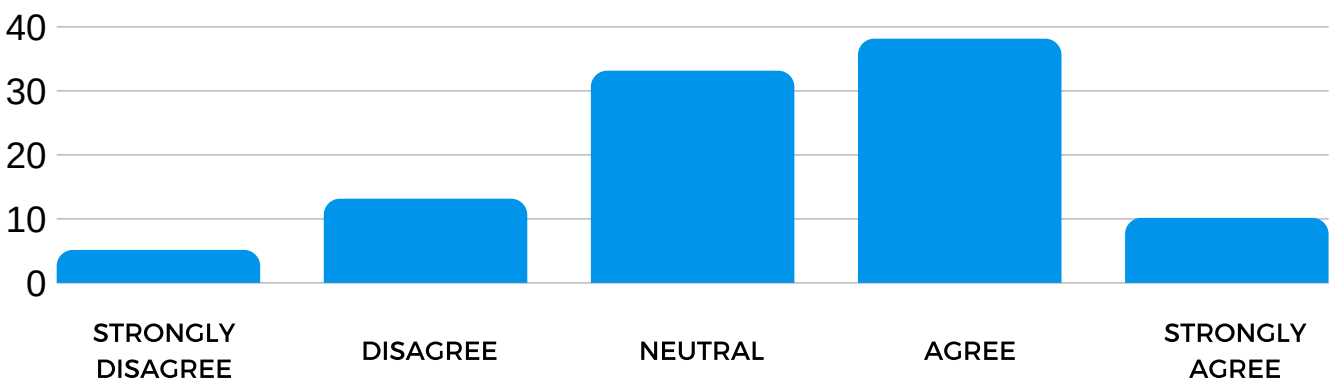
**Q7:** I feel I have a large supply of creativity inside me.



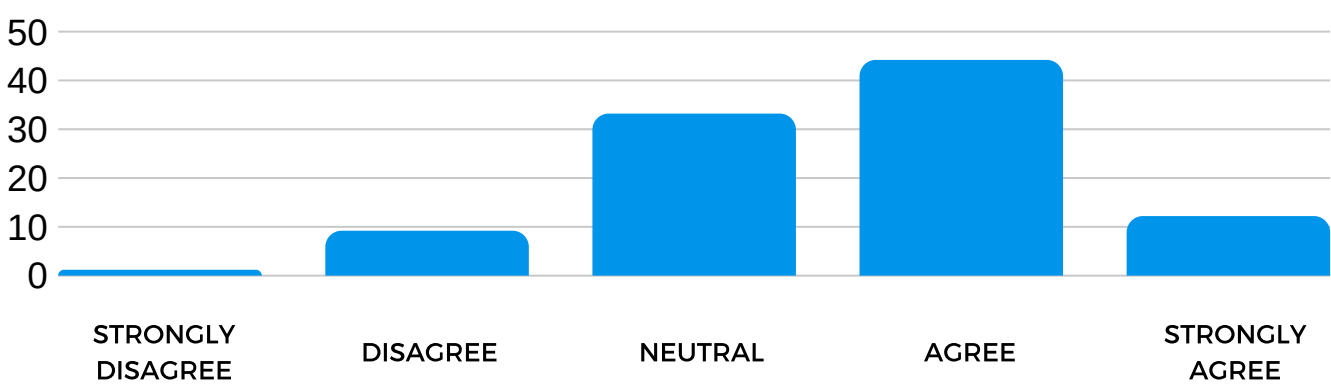
**Q13:** Where I work, creativity is for everyone . . . not just a specific team or department.



**Q19:** Creativity is valued, nurtured, and rewarded in my organization.



**Q25:** Creativity, original thought, and imagination are some of my top personal and professional priorities.



# ASSESSMENT RESULTS

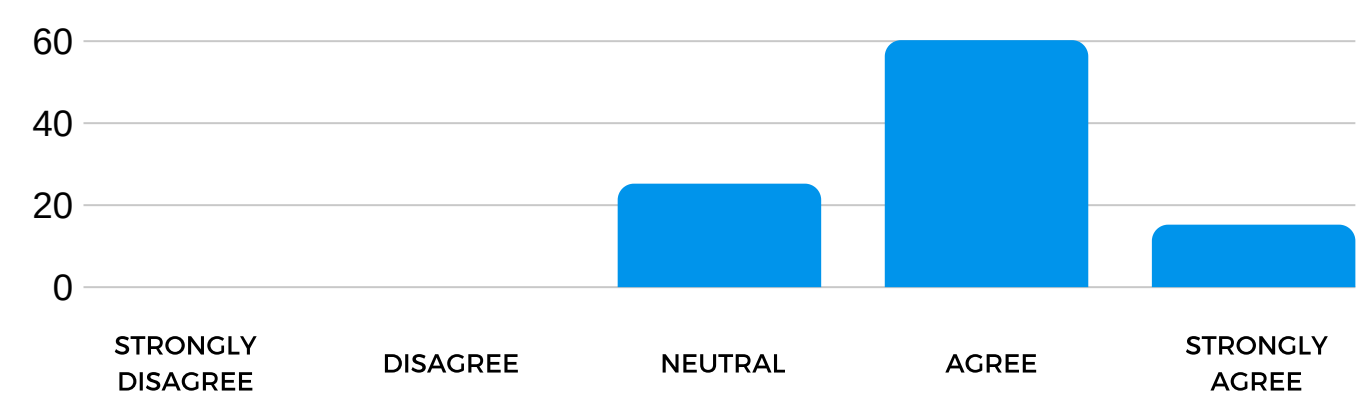
## CURIOSITY & AWARENESS

ABOVE AVERAGE

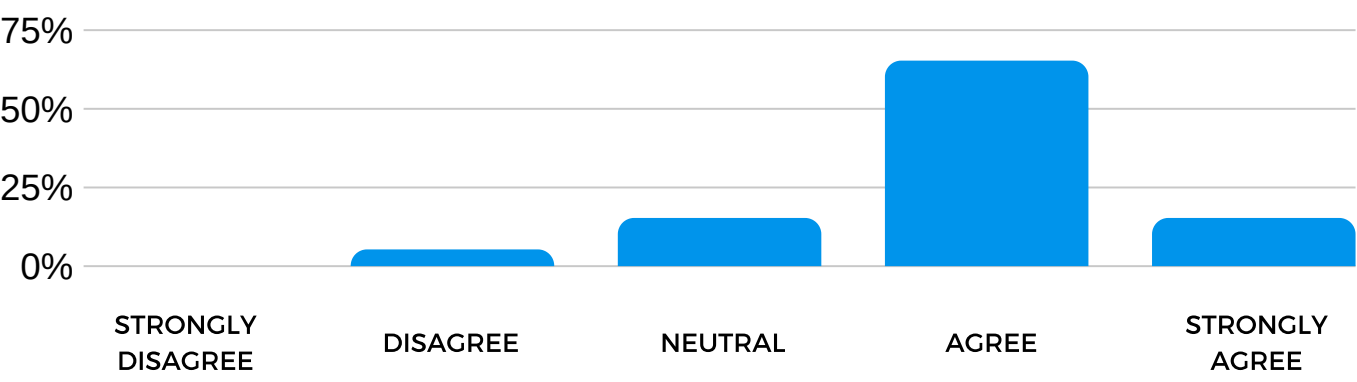
This score indicates how the team is doing in terms of vision and awareness; this score indicates how curious your team is with respect to change and innovation.

19.1  
OUT OF 25

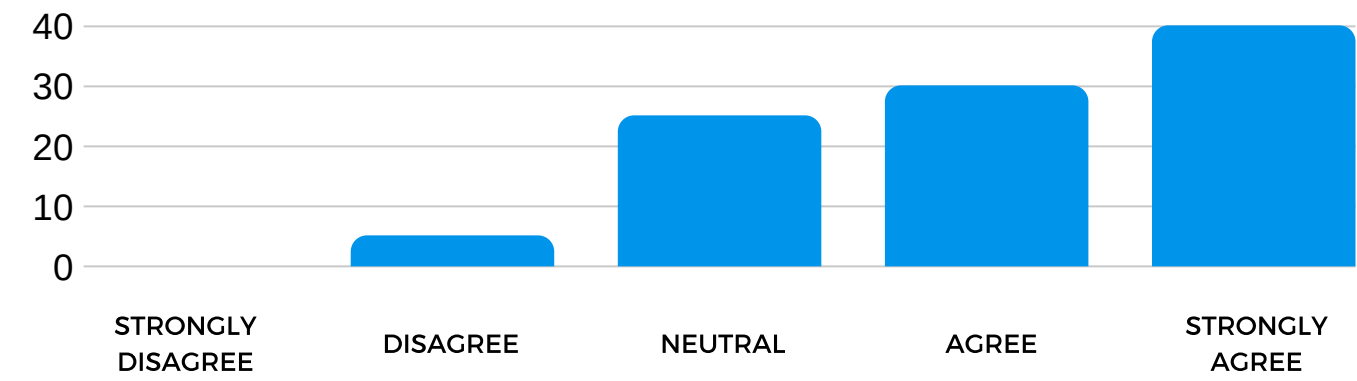
**Q2:** Before beginning a project that requires creativity, I understand clearly what I am trying to accomplish.



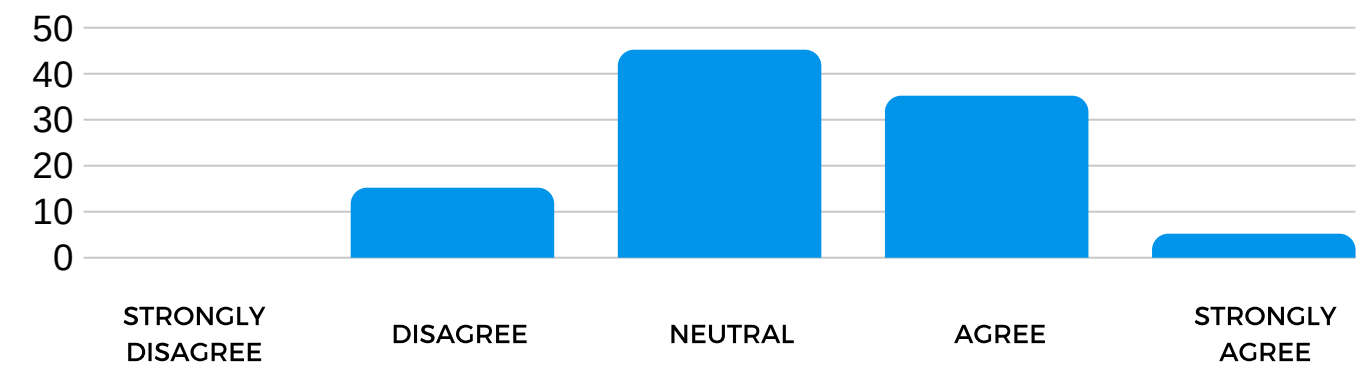
**Q8:** I regularly challenge and question the status quo.



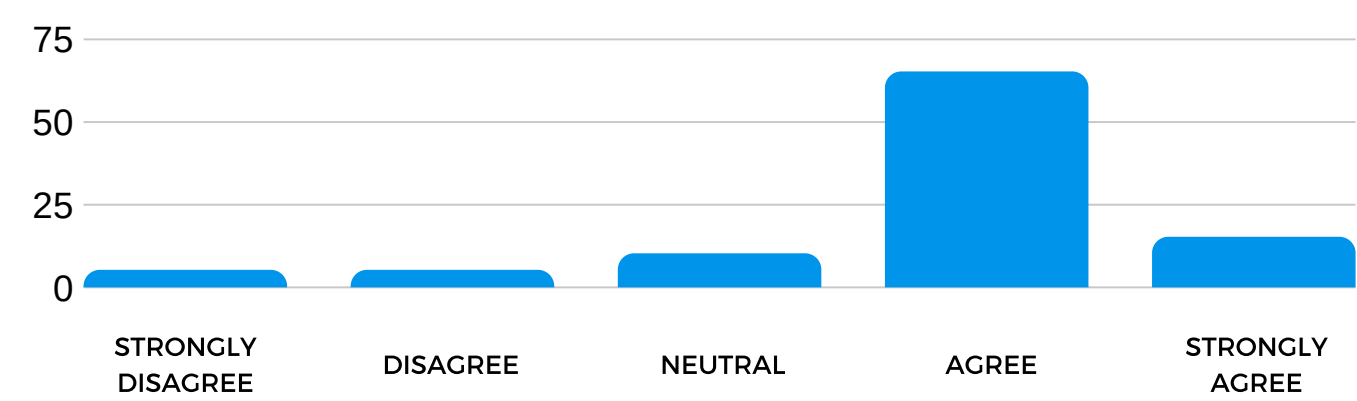
**Q14:** I often find myself wondering about possibilities and wondering why some things don't currently exist.



**Q20:** I rarely accept things as they are, and typically question the status quo.



**Q26:** I am highly aware of my surroundings and environment.





# ASSESSMENT RESULTS

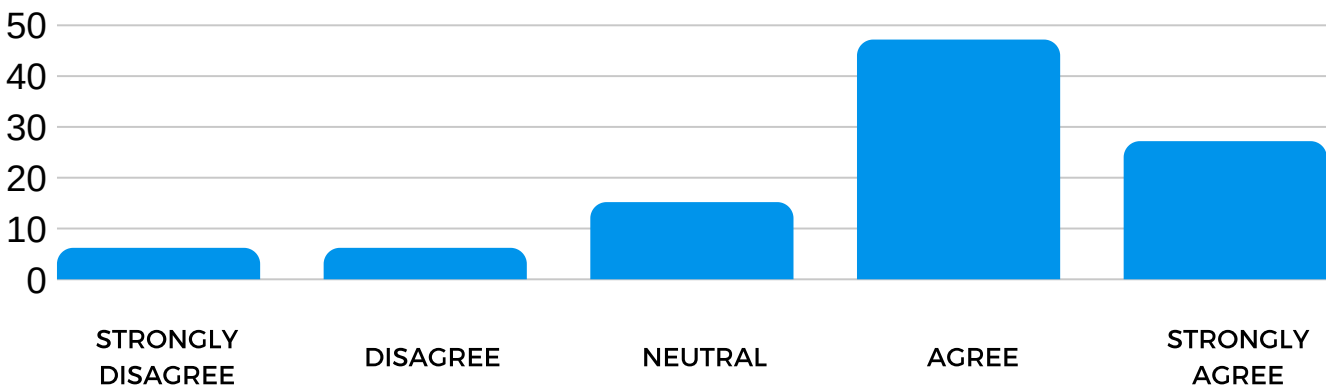
## CREATIVE ENVIRONMENT

This score indicates how well the overall environment is set up to cultivate and harness creative thinking and apply it towards innovative solutions.

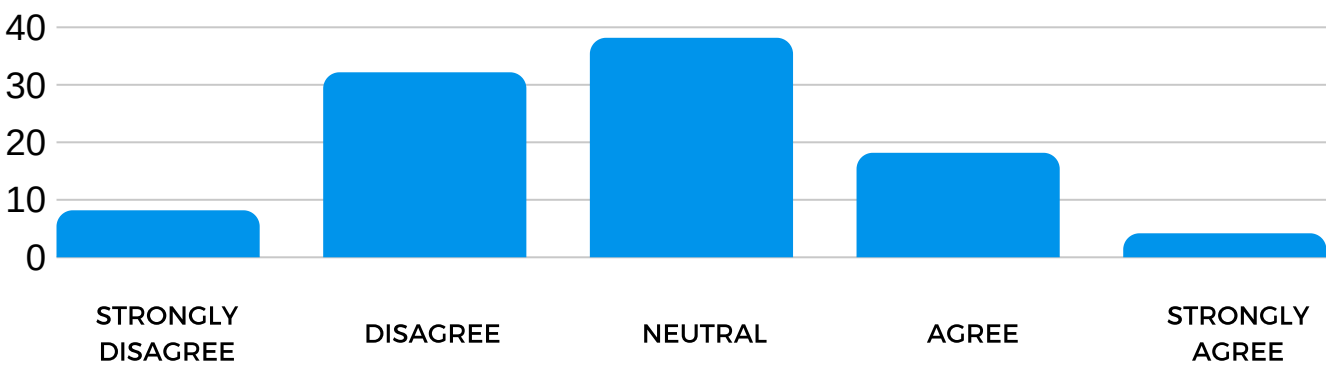
BELOW AVERAGE

15.3  
OUT OF 25

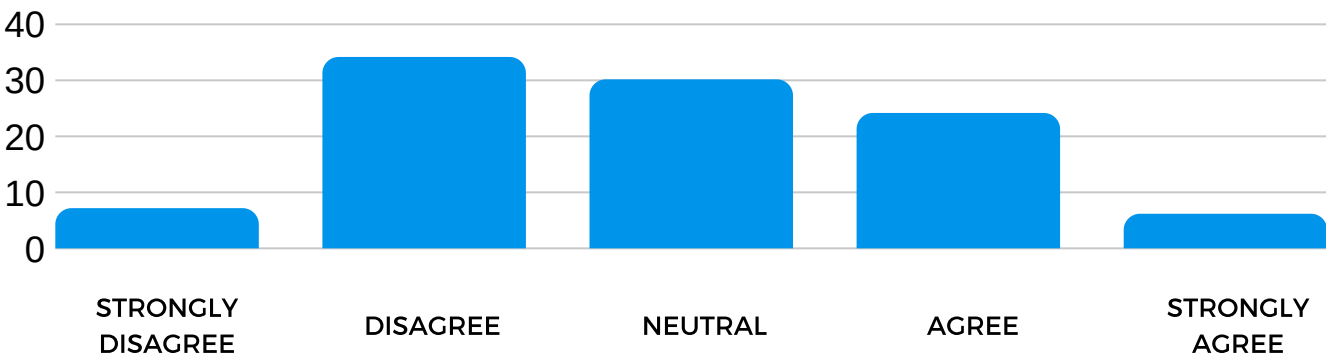
**Q3:** I am comfortable sharing my opinion and taking risks at work.



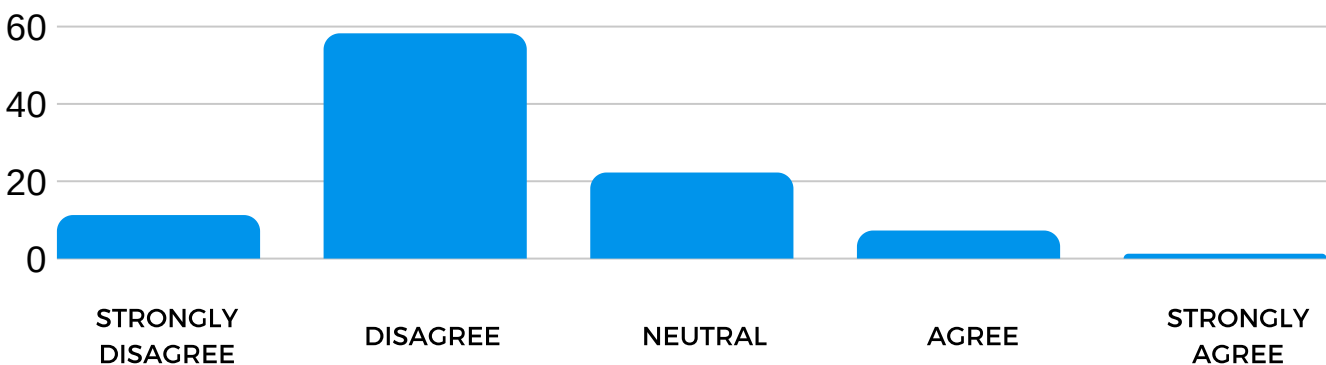
**Q9:** I routinely do warm-up exercises to prepare to unleash my best thinking.



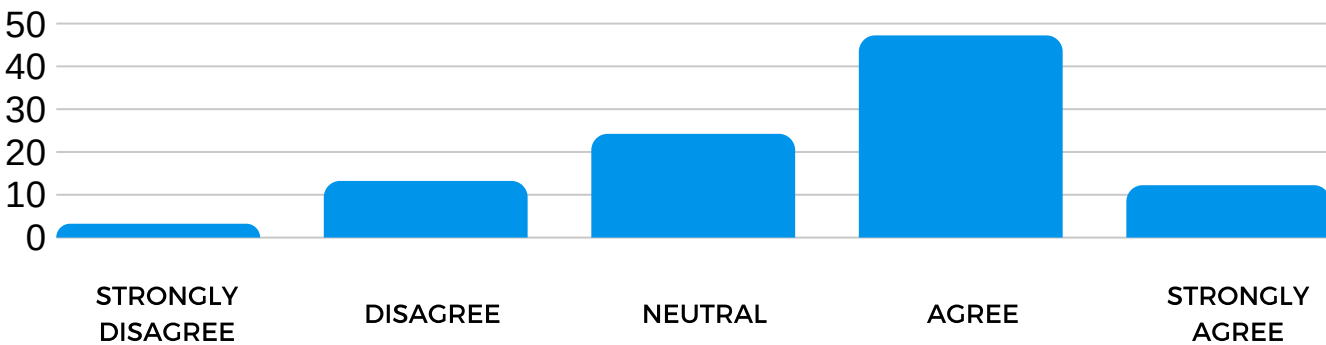
**Q15:** When working on new ideas, I leave my normal surroundings and find a physical environment that enables my creativity.



**Q21:** As I create new things, I rarely edit as I go.



**Q27:** I feel comfortable taking risks and contributing my most innovative ideas with no fear of embarrassment or retribution.



# ASSESSMENT RESULTS

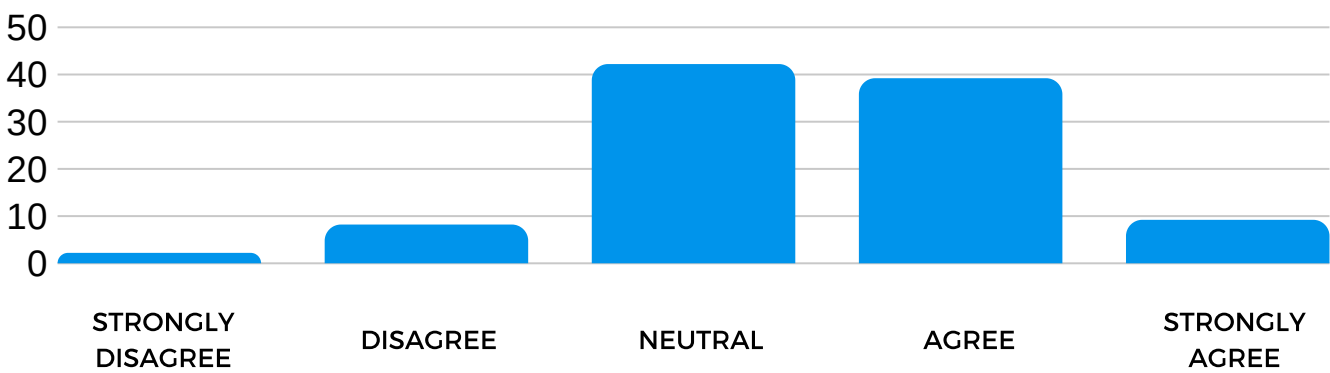
## CREATIVE INSPIRATION

AVERAGE

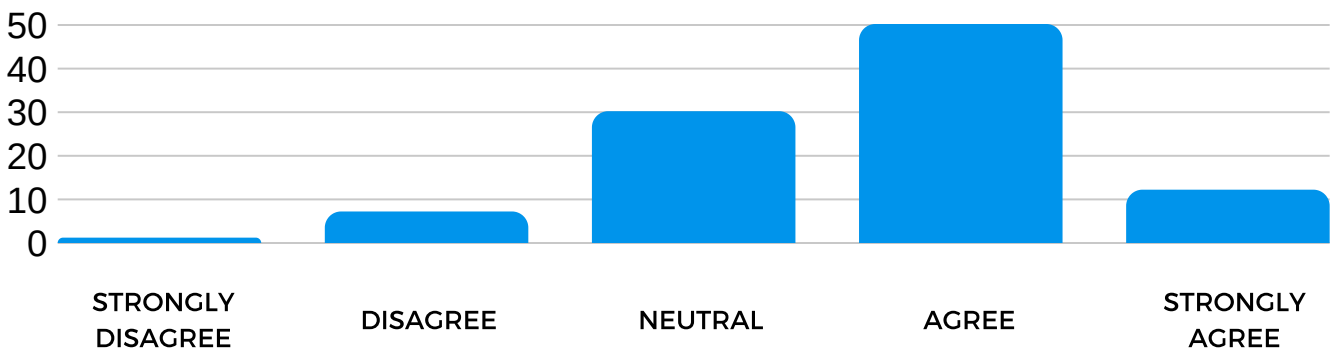
This score corresponds to your team's ability to find and discover creative inspiration that can be applied to innovative outcomes.

17.8  
OUT OF 25

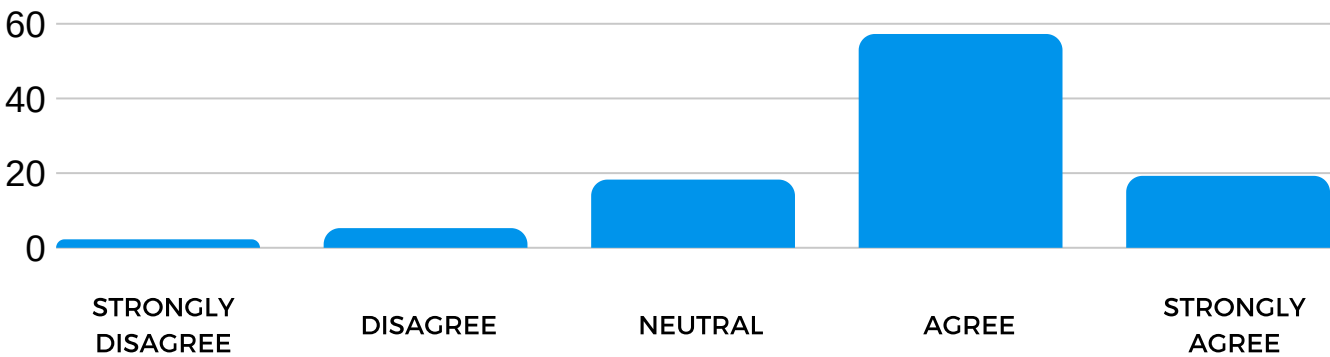
**Q4:** I rarely run out of sources of creativity. I have many sources of inspiration at my disposal.



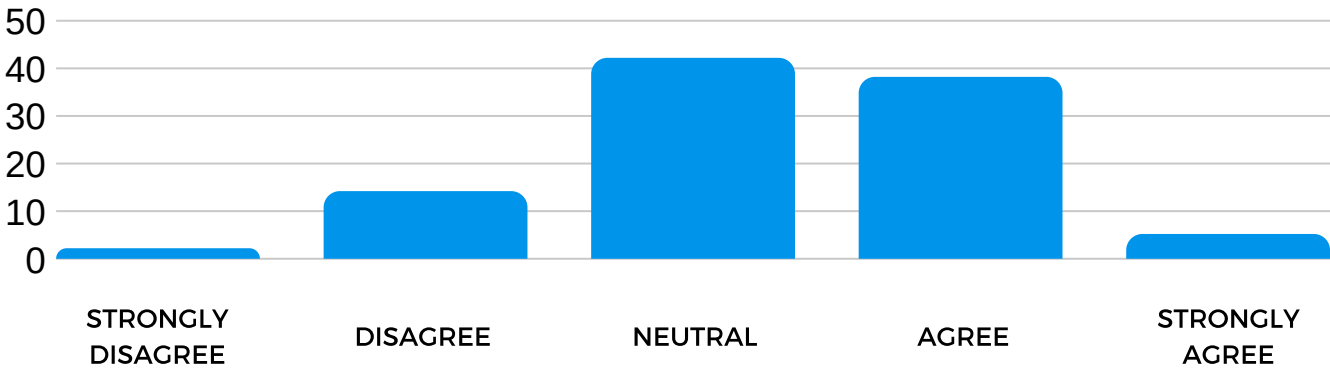
**Q10:** When faced with a creative challenge, I usually can get started quickly and easily.



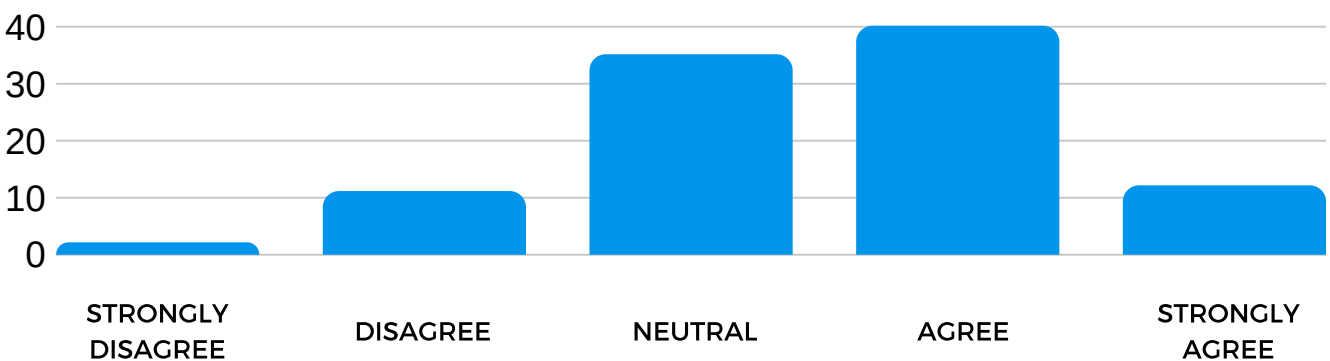
**Q16:** I feel confident enough to tackle any creative challenge, big or small.



**Q22:** I have an abundance of techniques for spurring my best thinking.



**Q28:** I regularly use metaphors and analogies.





# ASSESSMENT RESULTS

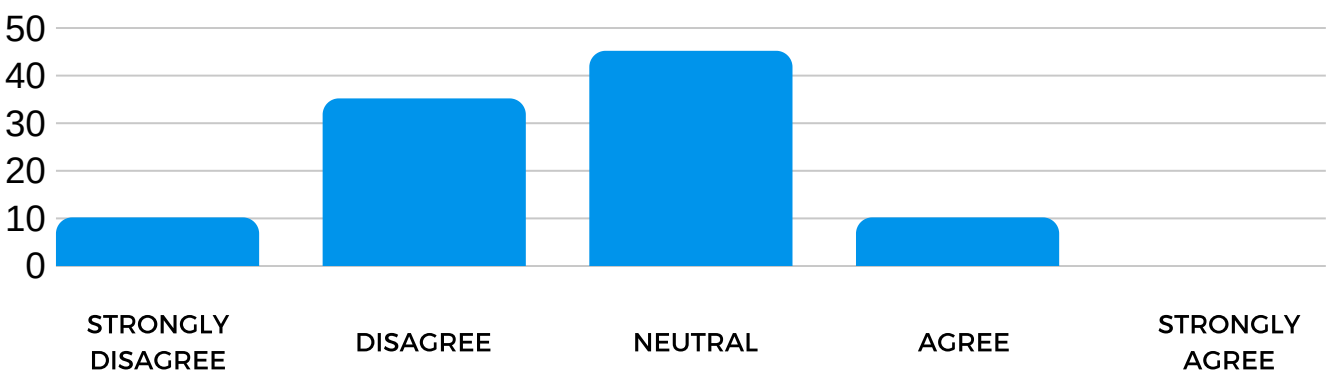
## IDEATION SKILLS

BELOW AVERAGE

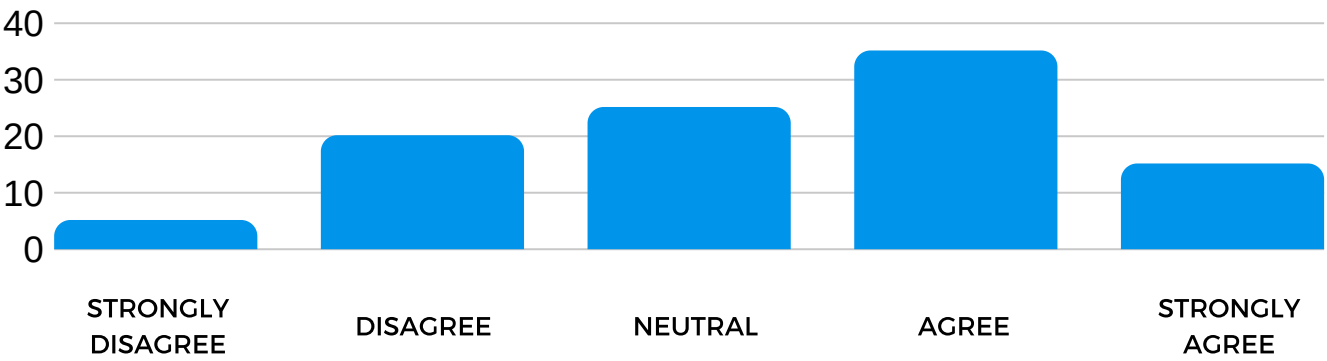
This score indicates how adept your team is at generating ample high-quality ideas when needed.

15.3  
OUT OF 25

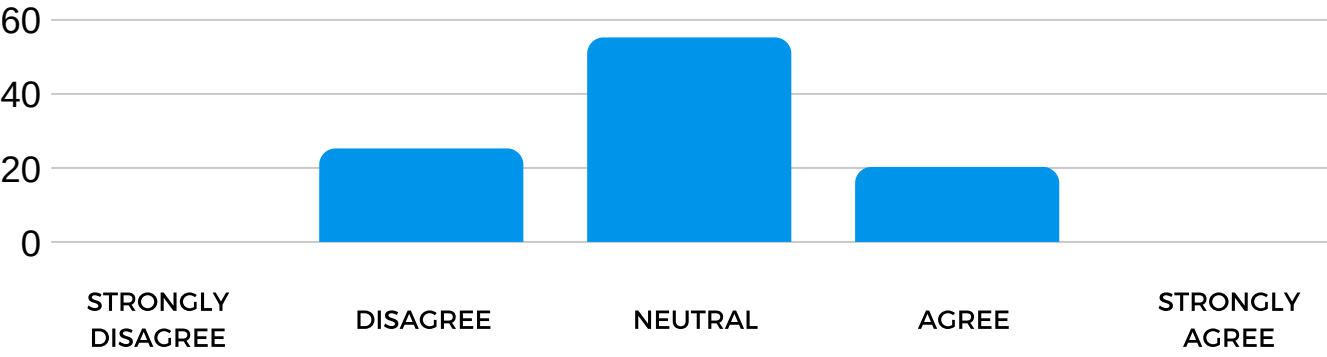
**Q5:** My colleagues and I feel as though we have too many breakthrough ideas as opposed to not enough.



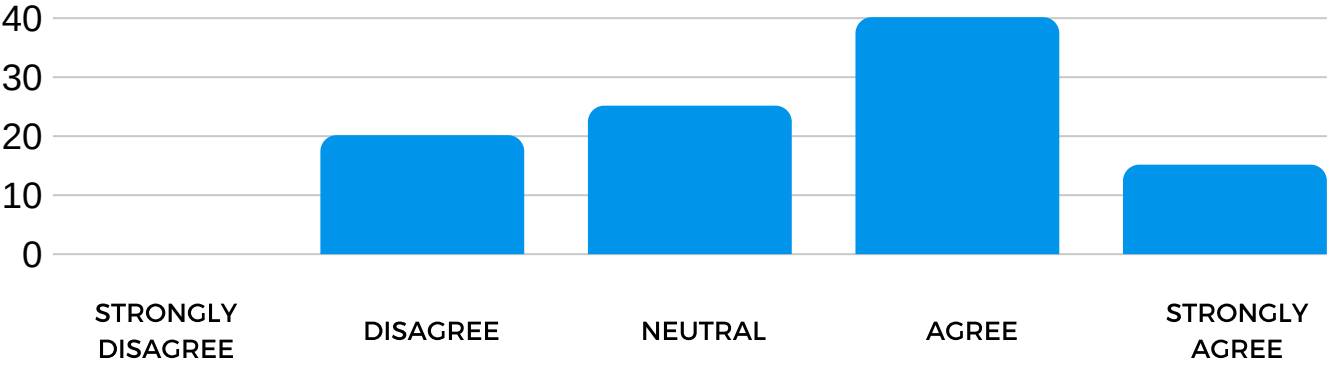
**Q11:** Brainstorming sessions are frequent, fun, focused, and productive at my company.



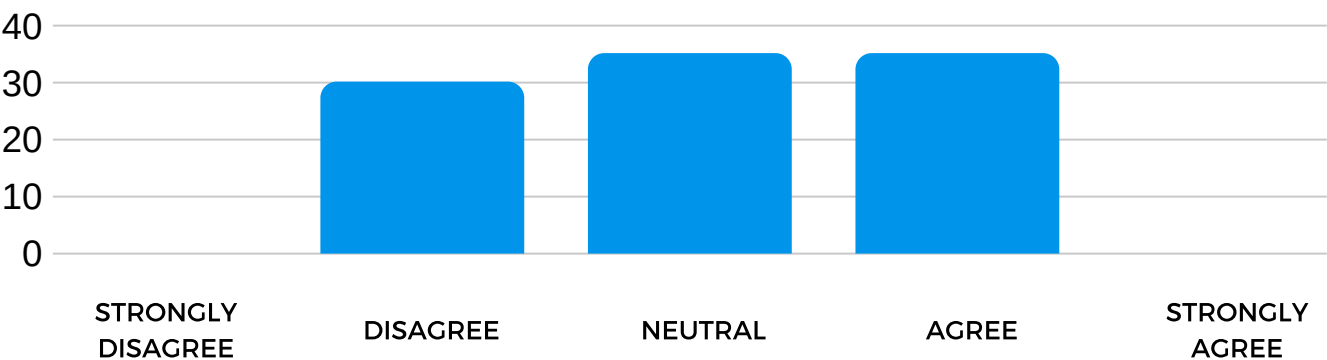
**Q17:** When my team and I work to develop new ideas, we use many different and powerful techniques to uncover our best thinking.



**Q23:** I have a vivid imagination and often come up with “wacky” ideas.



**Q29:** We have a good system in place to generate creative ideas for any type of challenge.



# ASSESSMENT RESULTS

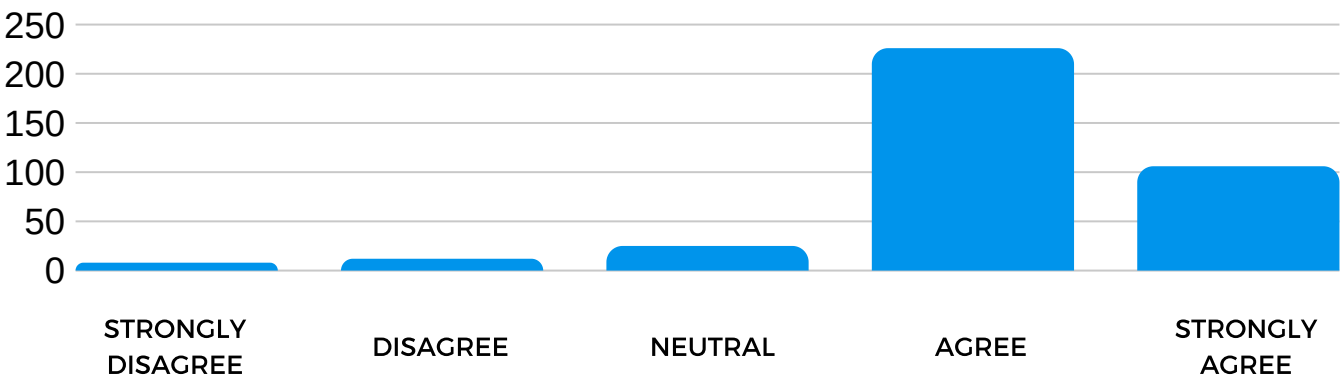
## IMPLEMENTATION

BELOW AVERAGE

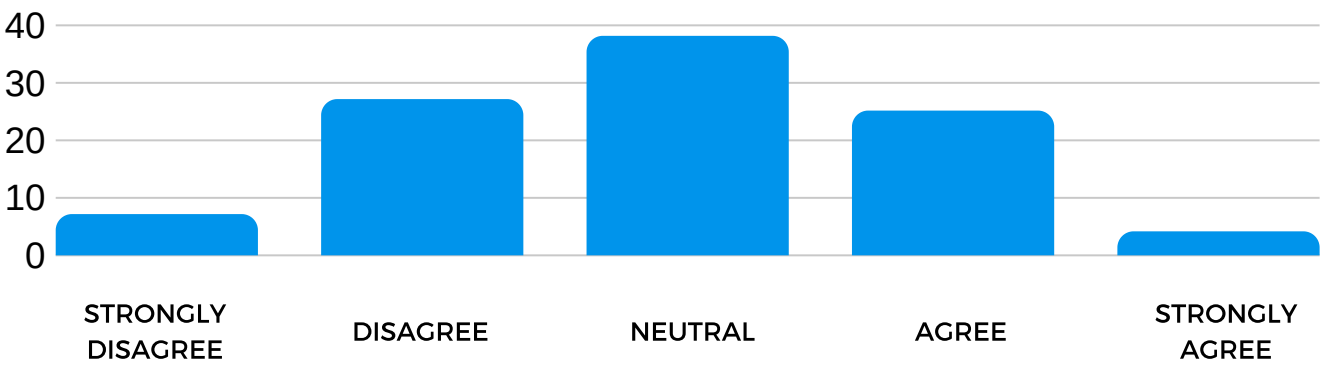
This score shows how well your team is equipped to sort out the best ideas and put them into action.

15.8  
OUT OF 25

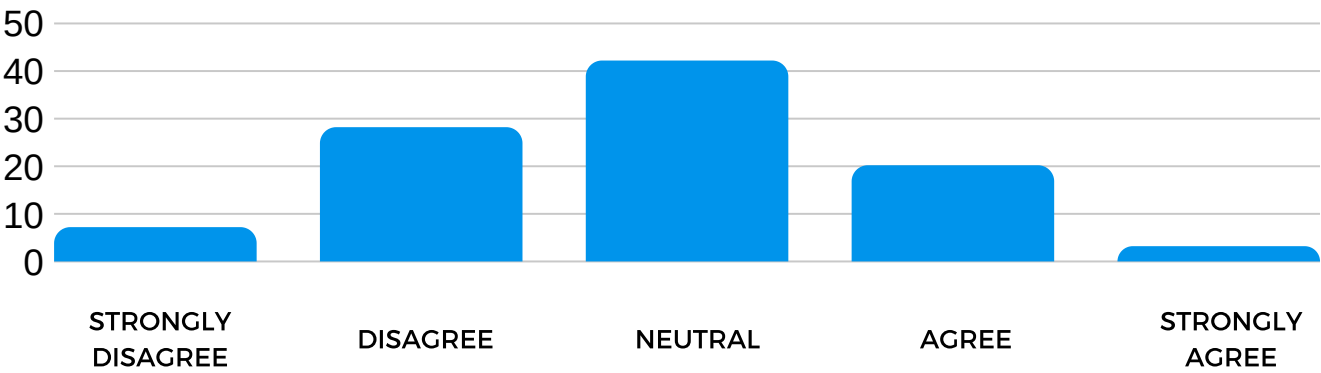
**Q6:** In my team, the best idea wins, not the person with the biggest title.



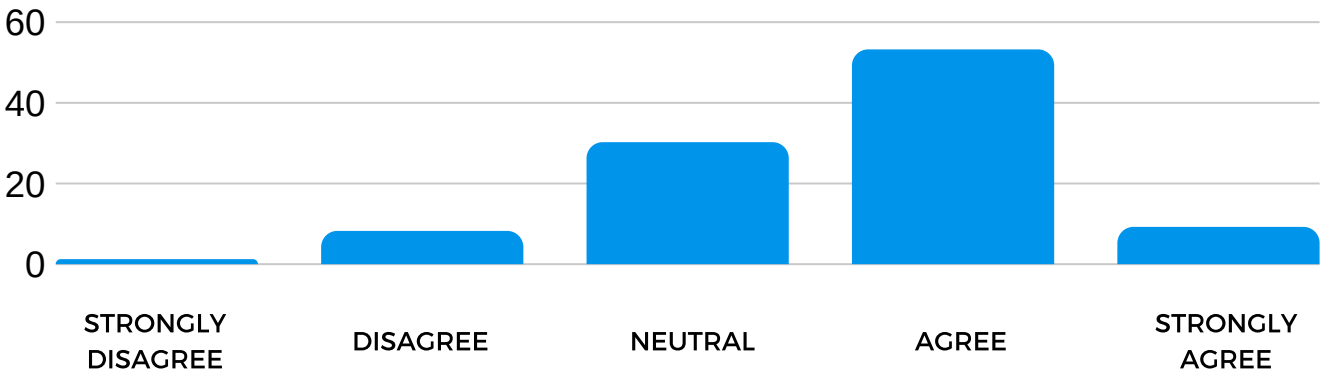
**Q12:** We have a system for sorting out the best ideas from the not-as-good ones.



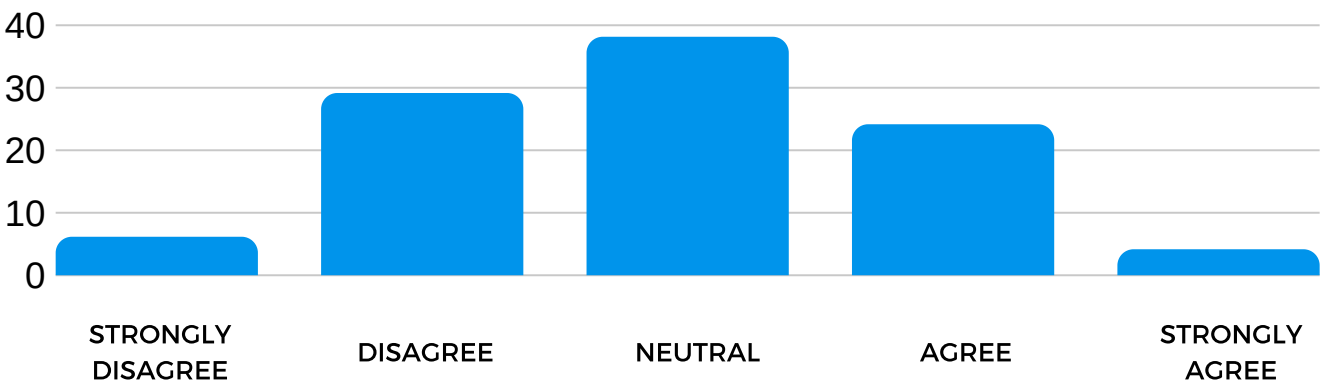
**Q18:** I feel that our system for measuring ideas and creativity is sufficient.



**Q24:** Once I have a good idea, I usually test it before bringing it to the world.



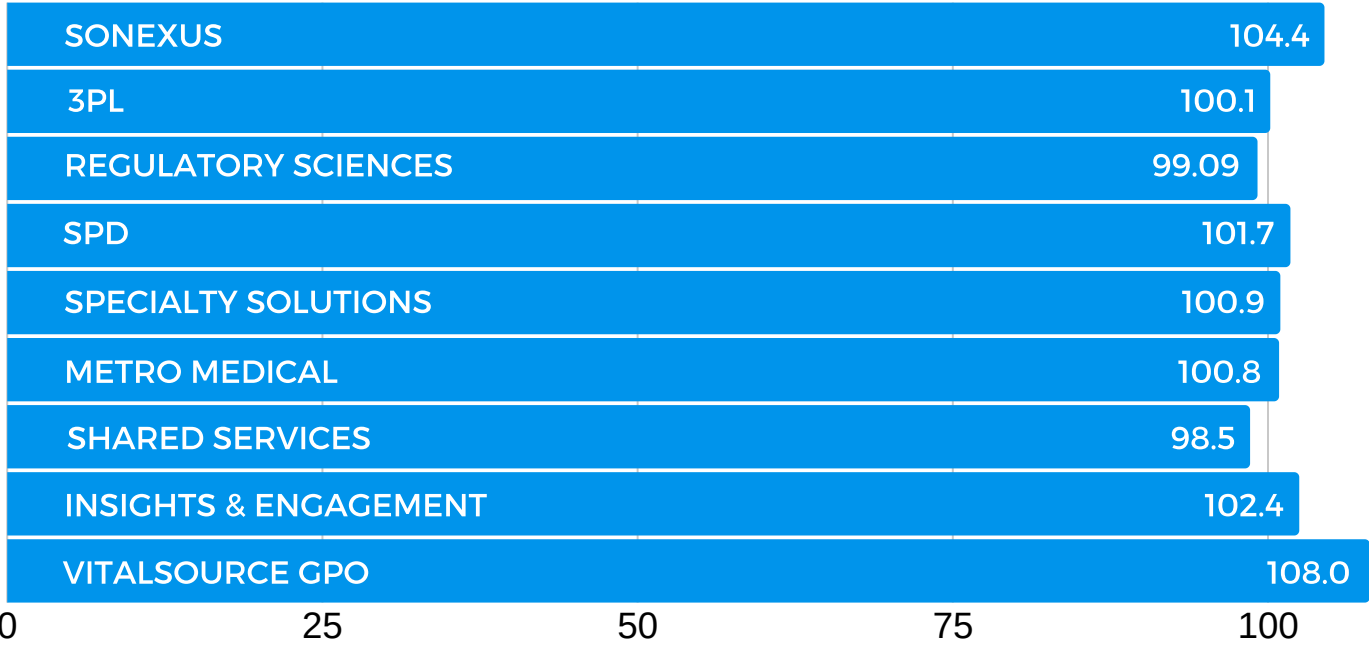
**Q30:** When we generate good ideas, there is always a clear next step for putting them into action.



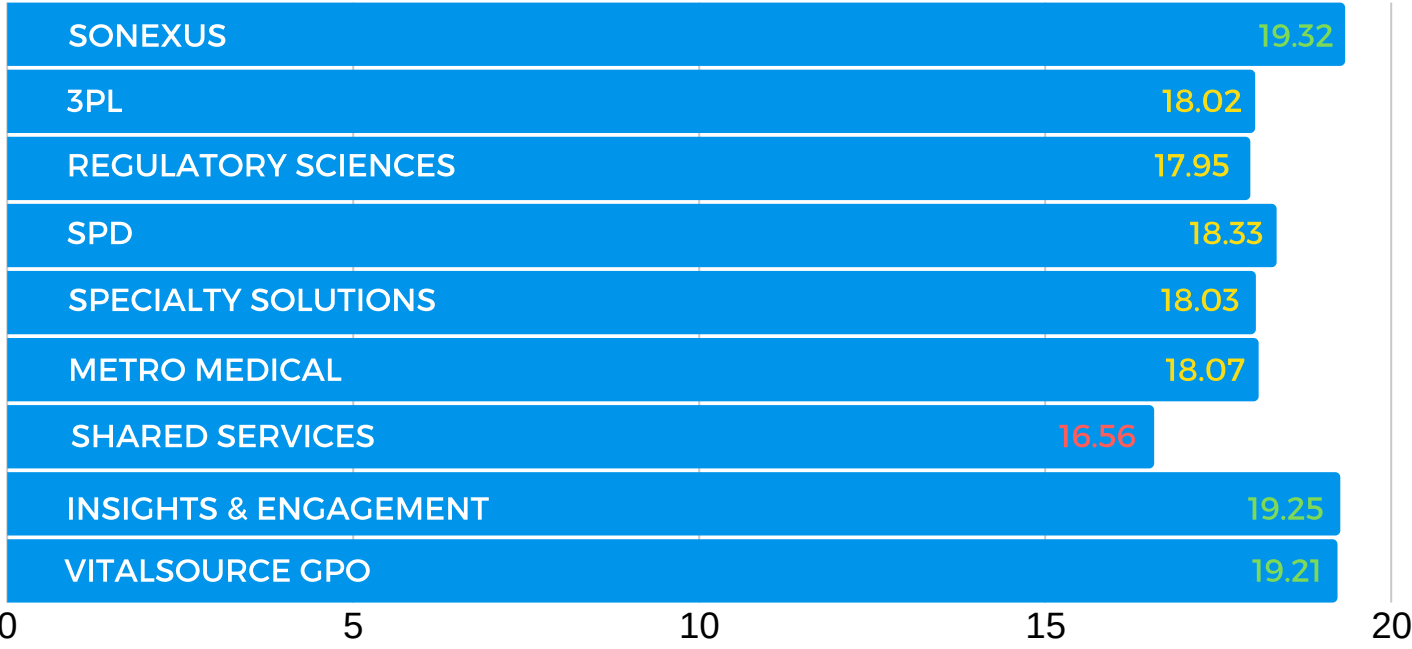
# SCORES BY COHORTS

The following is a breakdown of the total scores for each of the nine cohorts. The sub-scores for each team are also included for reference.

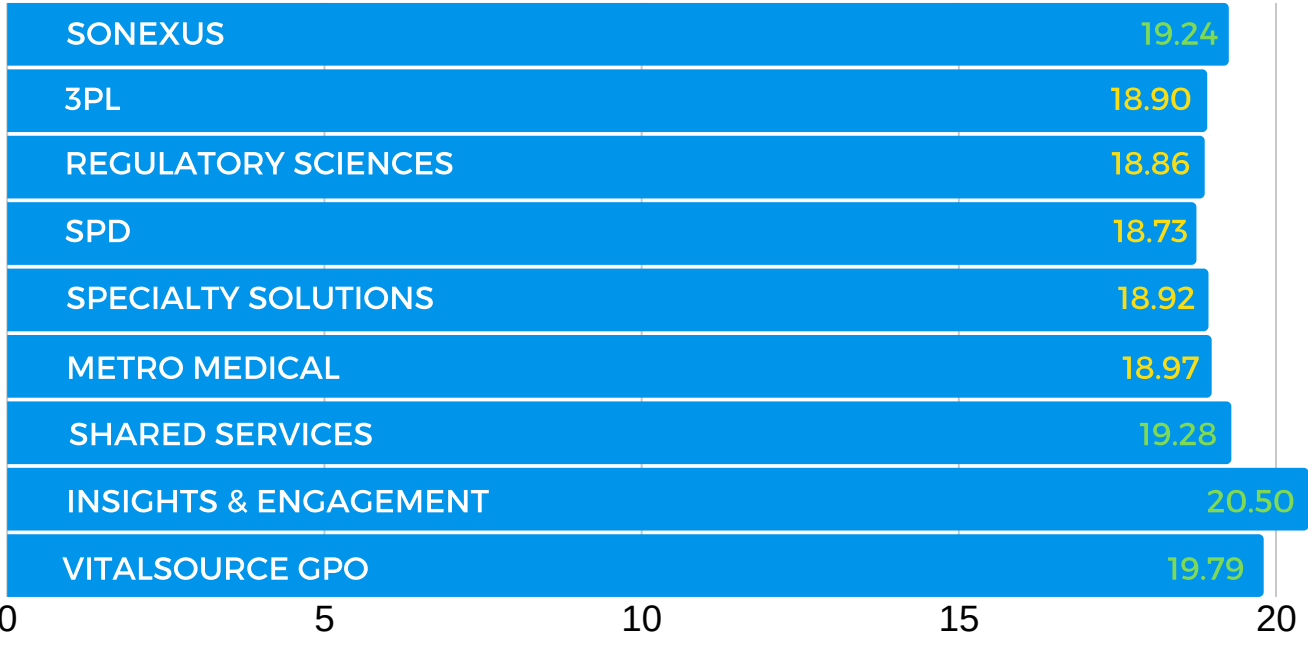
## TOTAL SCORE - OUT OF 150



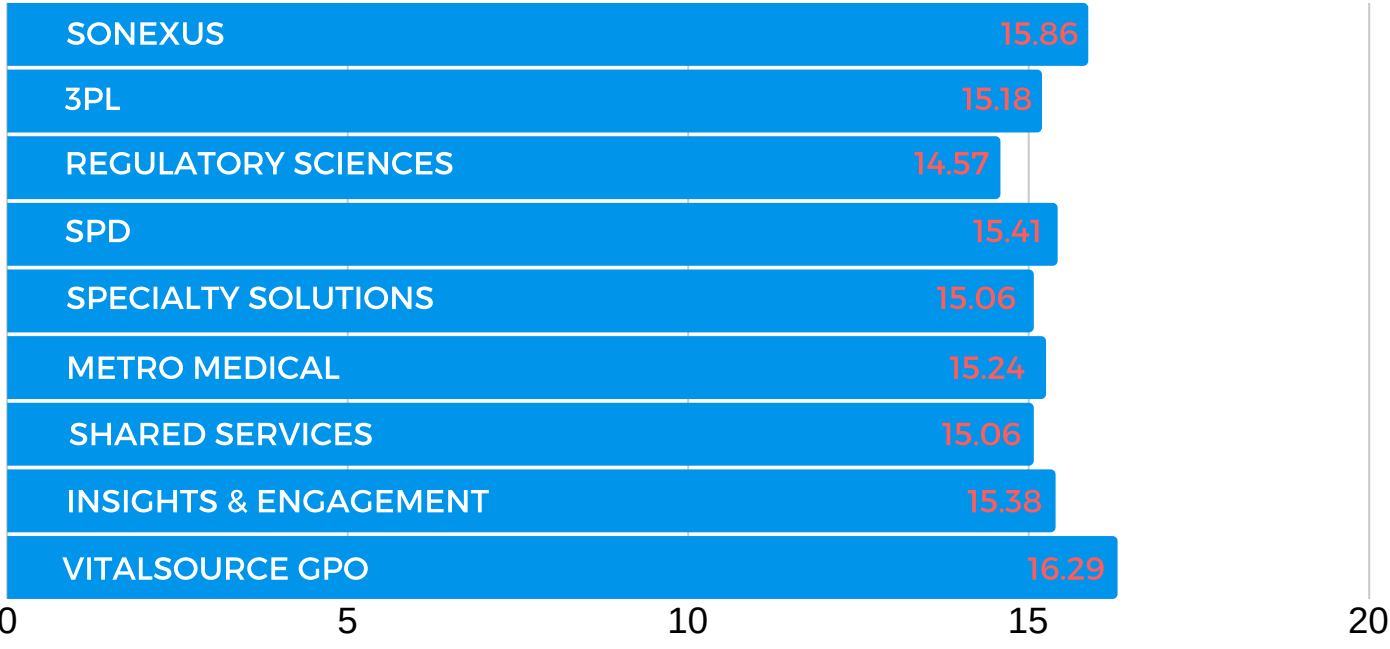
## CREATIVE READINESS - OUT OF 25



## CURIOSITY & AWARENESS - OUT OF 25

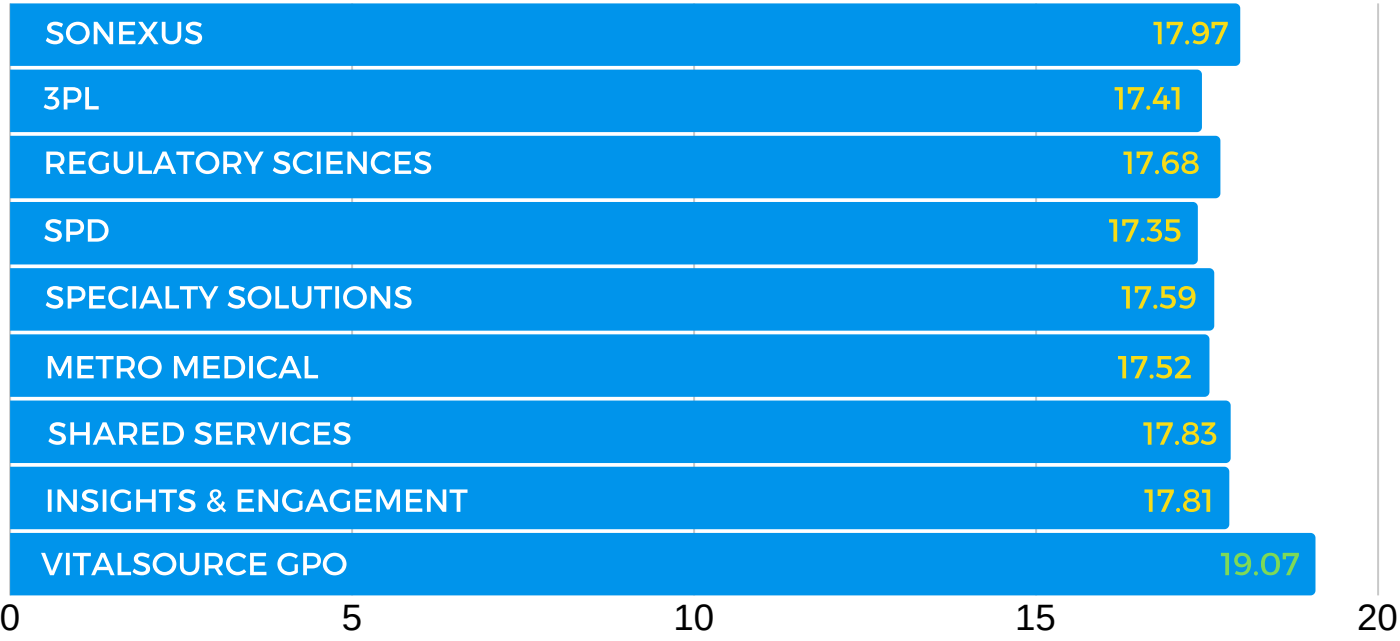


## CREATIVE ENVIRONMENT- OUT OF 25

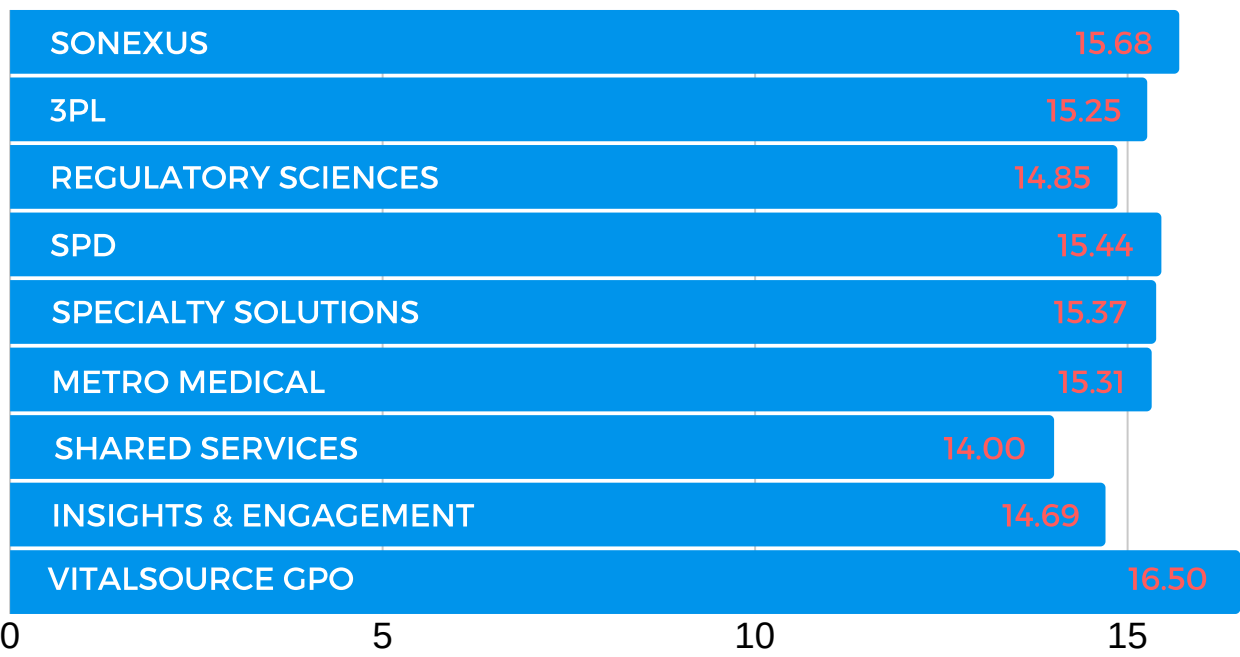


# SCORES BY COHORTS

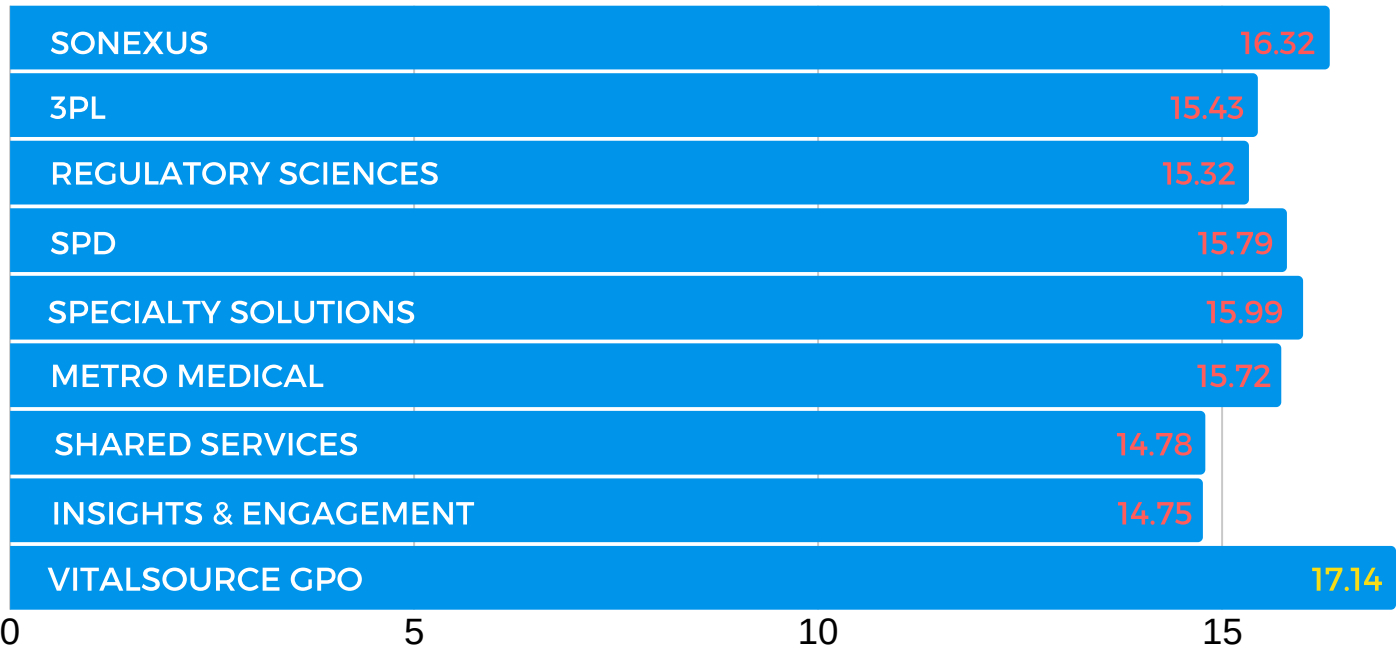
## CREATIVE INSPIRATION - OUT OF 25



## IDEATION SKILLS- OUT OF 25



## IMPLEMENTATION



## SUMMARY

This assessment is designed to provide an accurate picture of where the Cardinal Health Specialty Solutions team stands today with respect to their innovation capacity, and highlight the areas to focus on to develop their ability to drive Breakthrough Thinking.

This isn't the equivalent of a creativity IQ test, and the score doesn't represent the limit of the team's creative potential. In fact, there is no such thing. The team's creativity is virtually limitless, and something that they can continue expand and develop over time.

The areas for improvement identified in this Creativity and Innovation Assessment will be the focal point of the content provided through the Breakthrough Hub.

This includes the following areas:

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## FOCUS AREAS OF THE BREAKTHROUGH HUB

### CREATIVE ENVIRONMENT

Creativity demands preparation. When Yo Yo Ma, one of the world's most accomplished cellists, is scheduled to perform, his preparation goes well beyond weeks of intense practice. He arrives early at the hall to tune his cello, checks in with the conductor, makes sure his tuxedo is in order, meets his accompanying musicians and gauges the acoustics.

Top performers in every field, from surgeons to space shuttle pilots to computer chip manufacturers, go through similar types of preparation. Why, then, do so few individuals in businesses embrace the concept of preparation to enable creativity in their own performance?

Through the Breakthrough Hub, we will equip the team with tools and techniques to make sure that they are mentally poised for creativity and that the creative process promotes the greatest output. We will clear the hurdles of some common myths and pitfalls that can block the creative process and help seek out creative inspiration by jumpstarting the imagination throughout the organization.

### IDEATION SKILLS

Our focus in the Breakthrough Hub will be to provide a disciplined, structured framework to help the team unleash their creativity. Through a variety of proven tools and techniques, the team will learn to generate creative sparks, and learn to accept and evaluate those initial, fragile ideas so that they have an opportunity to ignite into innovation solutions.

Here the ideation process will be supported with a number of valuable resources to effectively manage the creative process - from identifying and overcoming the inhibitors of creativity to fun, interactive exercises to generate sparks of imagination, the Breakthrough Hub will provide a solid foundation to develop the creative sparks into fully-formed ideas.

### IMPLEMENTATION

To improve the implementation score, we will show the team how their creativity reconnects with their analytical side. Here, "Whole Brain Thinking" goes to work as they learn tools, techniques and processes to select their best ideas, determine key metrics for measurement, and build an action plan to bring ideas to life!

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Whether big or small, every creative Breakthrough idea generated will make a difference and, in some way, help Cardinal Health Specialty Solutions drive growth and success.

Our goal with the Breakthrough Hub will be to teach the team to move forward with boldness, thoughtfulness, urgency, passion, and a renewed sense of purpose and wonder. The creative chops they build in the process will help break down boundaries and open up new frontiers in everything they do.

We can't wait to getting started!

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# WE LIVE IN THE AGE OF CREATIVITY

Creativity has become one of the most important success factors in today's hyper-competitive environment. Universally, leaders from all disciplines agree that creativity is one of, if not the most important, ingredients of growth and success.

Yet, today's business leaders continue to express their concerns around a lack of creativity in their organization. There is worry that their organization is missing specific systems to systematically build, nurture, and manage creativity amongst their teams. They are even more concerned that they will lose their competitive advantage unless this trend is reversed.

It is with deep respect for your traditions and years of success that we submit the results of our Creativity Assessment. We are looking forward to helping the Cardinal Health Special Solutions team unlock their creative potential and apply it towards innovative outcomes!

Our best,  
-Josh, Kaiser, Sara, and the Platypus Labs Team

PLATYPUS  
LABS

[PlatypusLabs.com](http://PlatypusLabs.com)