

Accelerating Resilience in Innovation Consulting: A Practical Framework

Juliana Ciccarelli
Michelle Runch

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Land Acknowledgment

In our research and daily endeavors spanning Toronto, Ontario, Canada; Berlin, Germany; and West Hollywood, Los Angeles, USA, we recognize and honor the traditional custodians of these lands. In Toronto, we acknowledge the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples, and recognize the treaty relationships that bind us. While Berlin does not share this same Indigenous history, we acknowledge its complex layers of migration and cultural histories that contribute to its rich tapestry. In West Hollywood, we pay respects to the traditional territory of the Tongva, Chumash, and Kizh peoples, acknowledging their enduring connection to the land known as Tovaangar. We are grateful for the opportunity to live, work, and study on these lands and commit ourselves to learning, acknowledging, and respecting the diverse histories, cultures, and contributions of the Indigenous and local communities who have been stewards of these lands throughout generations. This acknowledgment is a step towards recognizing the complex histories that have shaped our present and the work we do, in the spirit of moving forward with respect and reconciliation.

Abstract

In the rapidly evolving business landscape, the imperative for organizations to foster innovation while ensuring resilience has never been more critical. This Major Research Project delves into the intricate dynamics between innovation consultants and their clients, proposing a set of foundational principles aimed at cultivating resilience within this context. Drawing from a blend of expert insights, practical experiences, and a comprehensive review of existing literature, this research outlines a two-domain framework: one focusing on the internal resilience of innovation consulting firms themselves, and the other on the resilience fostered through their engagement with clients, particularly within the “project contact interface”.

The study introduces principles such as Tailored Alignment, Intellectual Empowerment, Narrative Engagement, and Aspirations-Aligned Success Metrics, each designed to address specific challenges and leverage opportunities for building resilience. These principles are not only intended to enhance the adaptability and robustness of client organizations but also ensure that the consulting firms themselves embody the resilience they advocate for.

So, why
does this
all matter?

If you are reading this as an innovation consultant, by teaching resilience to client teams your opportunity to create a lasting impact is heightened. Building resilience helps client organizations become stronger and more flexible, enabling them to act and implement advice and ideas effectively and handle future challenges on their own - giving recommendations and ideas greater chances of survival post-project completion. Taking this approach positions innovation consultants as partners of growth, ensuring work developed together adds value well beyond the immediate project results.

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Introduction

In today's fast-paced and intricate business landscape, the quest for a harmonious blend of innovation, growth, and resilience has become more critical than ever. Businesses across the globe are navigating through waves of rapid changes, both internally and externally, striving to build a foundation that's not just robust but also resilient (Young et al., 2022). Drawing upon our collective experiences from a globally recognized consulting firm and a large client organization, we've witnessed firsthand the transformative shift in the business arena. This shift is propelled by the digital revolution, globalization, and the evolving dynamics of investment, prompting a departure from traditional models towards more adaptive and resilient practices (Young et al., 2022).

This transformative era beckons us to reassess our strategies and establish shared principles that bolster resilience within innovation consulting. It encourages innovation consultants to deeply reflect on their roles and the evolving dynamics of client relationships. Amidst this backdrop, organizations face the formidable challenge of aligning productivity with innovation and resilience. The paradigm where redundancies, often viewed as counter-productive, emerge as essential components for sustaining growth and resilience in an ever-changing environment (Martin, 2021).

Thus, it becomes imperative to navigate beyond the traditional confines of the innovation consulting industry, confronting ethical dilemmas, power imbalances, and the absence of a unified approach towards cultivating resilience. Our mission is to champion a resilience-first strategy, one that not only sparks innovation but also ensures

adaptability and robustness in the face of uncertainty. Resilience, now more than ever, is heralded as a cornerstone for enduring success amidst the unpredictable whirlwinds of the business world (Fiskel, 2015). This exploration is dedicated to unraveling the complex tapestry of resilience, innovation, and consultancy, underscoring the indispensable need for organizations to remain agile and responsive to market shifts.

As organizations increasingly seek the expertise of consulting firms to navigate the murky waters of innovation, the consulting industry itself grapples with its own set of challenges—ranging from ethical quandaries to conflicts of interest, and a notable lack of standardized best practices (Gordan et al., 2014). Amid these challenges, innovation remains a double-edged sword, fueling growth and competitiveness on one hand, while ushering in risks that necessitate careful management on the other (Claudio

et al., 2017). This introduction sets the stage for a deeper investigation into how innovation consultants can redefine their approach to foster resilience, drive growth, and mitigate risks, charting a new course for sustainable success in the dynamic landscape of business consultancy.

Purpose

By shedding light on the complex interplay between innovation and resilience, our research has revealed a scarcity of collective resources available to support innovation consultants. In exploring the methods, challenges, and human factors that impact innovation consulting we endeavor to offer a road map of fundamental principles as implementable suggestions for innovation consulting firms. Ultimately, this enhances resilience within their corporate framework and relationship management with client organizations. Our aim is to provide principles that may empower client stakeholders, equipping them with the intellectual readiness and capacity to sustain and build upon the contributions of the firm.

Goals

Throughout our exploration, we will be focusing on this specific avenue of building resilience in client organizations to define actionable and effective principles that:

- Speak to the variability and complexity that exists across every client relationship.
- Safeguard the expert status and positioning of innovation consultants within the business partnership.
- Foster and expand existing relationships to reach a common good.
- Act as a catalyst for insight and strategic recommendation and application.

Research Question

Central to its inquiry is the pivotal question:

provides strategic
guidance, expertise, and
support to businesses

What principles can
innovation consulting firms
use to foster *resilience*
in *client organizations*?

a business entity,
institution, or
organization seeking
external expertise and
guidance to enhance
its capabilities and
growth

the ability of a
system experiencing
a significant shock
to return to a stable
state within a
reasonable time

Supporting Definitions of Inquiry

Throughout this exploration, we grounded our research in the practice of innovation consulting and looked at the application of resilience within this space. These areas are both broad and narrow at the same time. The definitions below provide clear guidelines that will define and shape the parameters for the remainder of this project.

Innovation Consulting

Within the scope of this project an innovation consulting firm specializes in providing strategic guidance, expertise, and support to businesses seeking to foster innovation within their operations, products, and services. These firms offer a range of services tailored to clients' needs, including but not limited to, innovation strategy development, ideation workshops, market research, prototype development, and implementation support. As part of our exploration we engaged with firms who practiced at least one of the following methodologies - design thinking, foresight, and human-centered design.

Characteristics

Innovation consulting firms are typically made up of multidisciplinary teams comprising experts in various fields to offer comprehensive solutions. The firms support and foster clients in identifying opportunities for innovation, overcoming challenges, and implementing sustainable practices to stay competitive and adapt to changing market dynamics. In many cases, the firm also seeks to provide clarity on the company's appetite for innovation as well as monetary investment in innovation (Tuft et al., 2012).

Project Life Cycle

Although each firm may adopt its own distinct project methodology, **Figure 1** represents the commonly employed innovation consulting project phases of a consulting project gathered from our interviews. Composed of distinct phases, each is crucial for successful project delivery.

- **Project initiation or intake** sets the foundation by **defining objective and scope**. This phase involves goal alignment to ensure clarity and project scope from the outset.
- **Project planning** delves into detailed strategies and the development of a **comprehensive road map** that guides project execution while considering potential uncertainties.
- **Project execution** where teams **implement activities** outlined in the project plan, leveraging their expertise and resources to achieve project objectives.
- **Project monitoring** plays a vital role in **overseeing progress**, recommendation implementation, assessing performance, and managing deviations from the plan.
- **Project closure** marks the **conclusion of project** activities, encompassing knowledge transfer, and documentation of core outcome.

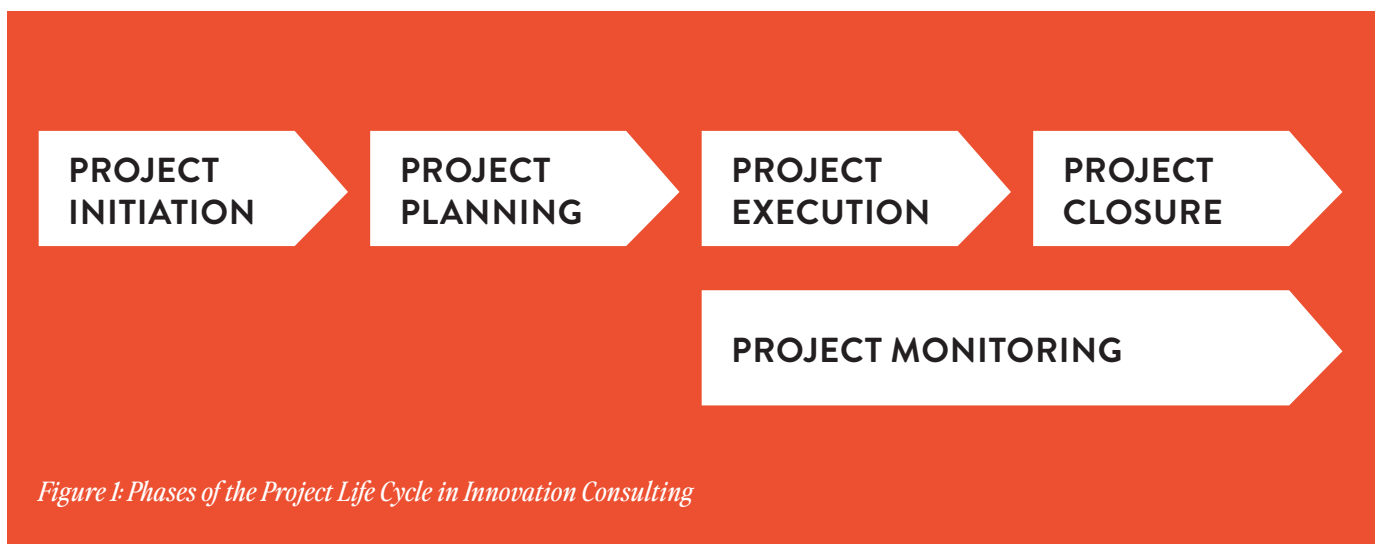


Figure 1: Phases of the Project Life Cycle in Innovation Consulting

Resilience

Resilience in organizations is not solely about bouncing back from adversity but entails continuous adaptation, learning, and evolution in an ever-changing landscape. Resilience, as often associated with human psychology, denotes the **ability to thrive amidst turbulent change** as described by Joseph Fiskel in *Resilient by Design: Creating businesses that adapt and flourish in a Changing World* (2015). The resilience of a business enterprise is intricate, hinging on the fortitude of people, products, processes, assets, markets, and communities.

Within the context of this exploration, resilience signifies the capacity to endure, adapt, and prosper in the face of adversity across diverse scales, from personal challenges to global ecosystems and businesses. At OCAD University's Resilience Design Lab resilience is defined as, "**the ability of a system experiencing a significant shock to return to a stable state within a reasonable time**" (Harfoush, 2024).

Characteristics

A critical component within this research is that a resilient organization must embody key characteristics of a learning organization (Lam, 2011). That is, in order to adapt, respond, and continue to innovate the capacity for learning must be there from the onset.

Creating resilient projects requires more than just aligning structural designs with technological and market prospects. We must also consider the organizational capacity for change and adaptation. This involves integrating the ability to learn and generate knowledge within **team dynamics** and **social connections** (Lam, 2011).

Client Organization

A **client organization** engaging an innovation consulting firm is a business entity, institution, or organization seeking external expertise and guidance to enhance its innovation capabilities and drive strategic growth.

The organization has a desire or may recognize the need to innovate to remain competitive, adapt to market changes, and capitalize on emerging opportunities.

Most often the relationship between the client organization and the innovation consulting firm entails a structured engagement where the firm works closely with the client organization's leadership, teams, and stakeholders to understand its unique challenges, goals, and market context. Together they **partner to co-create tailored** solutions that drive tangible business outcomes.

Characteristics

The client organization plays a **critical role in the development of innovation**. The organization's capacity to foster a culture of innovation, identify and capitalize on novel ideas, develop innovative products or services, and implement effective strategies is critical to project success. Moreover, the client organization should consider the integration of a skill base that can engage in collective and cumulative learning (Lam, 2011).

Within the scope of this project, we identified the key characteristics of a client organization that may be considered when assessing the success of an innovation project.

- **Legacy Impact:** Ideologies, systems and cultures that exist within generations that may impact adoption of design principles in innovation.
- **Visionaries in Innovation:** Organizations that are paving the way to drive innovation and are sought after for their visionary approach.
- **Investing in the Ideal:** Companies investing in innovation trends and firms that deliver practices and strategies.

Research Methodology & Process

Project Methodology

Overview

In response to the evolving demands of the modern business ecosystem, characterized by rapid technological advancements, globalization, and shifting market dynamics, our research methodology is designed to uncover and articulate a set of guiding principles for enhancing resilience within innovation consulting firms and their client organizations. The foundation of this inquiry rests on a three dimension methodology as shown in **Table 1**, consisting of a mix of secondary and primary research in the form of a comprehensive literature review, one-on-one expert interviews, and co-creation workshops.

- **The literature review** aims to establish a foundational understanding of existing principles and gaps within innovation consulting and resilience, setting the stage to identify areas where new principles could be developed to enhance organizational resilience.
- **One-on-one expert interviews** are designed to capture deep insights and firsthand experiences from within the field, directly informing the creation of actionable principles tailored to real-world challenges and opportunities in fostering resilience in client organizations.
- **Co-creation workshop** was added due to a need to identify post insight generation from the literature review and one-on-one expert interviews to validate, refine, and contextualize the out-coming proposed principles, ensuring they are practical, applicable, and aligned with the nuanced needs of innovation consulting firms and their client organizations.

This approach aims to harness the collective wisdom and experiences of industry leaders to understand the challenges and opportunities within the current business landscape.

Literature Review

The literature review conducted for this research was comprehensive, encompassing a spectrum of sources to dissect and understand resilience within an organizational context. This review was structured around three core areas of inquiry:

- A deep dive into the multifaceted concept of resilience, dissecting its various components and how it manifests within organizations.
- An examination of the innovation consulting landscape, exploring the dynamics that influence its operations and the resultant effects on corporate ecosystems.
- An investigation into contemporary strategies for instilling resilience at both the organizational and individual levels.

Through comparative analysis, this review pinpointed prevailing research gaps. Utilizing inductive coding and affinity diagramming, the process synthesized the literature to distill insights and discern patterns, setting the stage for a nuanced understanding of resilience as it applies to innovation consulting and organizational development.

Expert Interviews

PARTICIPANTS

A series of 15 semi-structured qualitative interviews were conducted with senior professionals from the global innovation consulting sector, aimed at enriching the research with lived experiences and expert insights.



EUROPE



UNITED STATES



CANADA

Participants were carefully chosen from a spectrum of company sizes within the industry, ensuring representation from small to large-sized firms, and each held a position at the director level or above.

FORMAT

These one-on-one discussions, lasting 60 minutes each and conducted virtually via video conference software, sought to delve into the current challenges, aspirations, and personalized definitions of resilience in the context of client relationships and project outcomes. The format and number of interviews reflects the scope manageable by the researchers, and participants during the time of year which is often busy due to year end (Q4 October - December). This number of interviews provided a focused and detailed snapshot of the field, capturing the complexities and nuances that a literature review alone could not convey.



Co-creation Workshop

PARTICIPANTS

The co-creation workshops were designed with a focus on diversity and depth, drawing participants from both prior one-on-one interviews and new expert contributors not previously engaged. Sessions were conducted with one expert from the initial interviews, chosen based on their keen interest and willingness to dive deeper into the subject, alongside two professional experts who were new to the research dialogue. This mix aimed to blend continuity with fresh perspectives, thereby enriching insights and the principles being developed. The participants convened in Copenhagen, a city renowned for its leadership in innovation consulting and resilience, reflecting our commitment to grounding the workshop in an environment that mirrors the principles we sought to explore and refine.

FORMAT

Structured as a conversational workshop lasting between 2 to 3 hours, the format was anchored by the “I Like, I Wonder, I Wish” tool, a method chosen for its ability to stimulate open-ended dialogue, critical reflection, and exploration of real-world principle applications. This approach was pivotal in fostering a dynamic environment where participants could freely express approval, curiosity, and desires regarding the proposed framework and its components. Conducted in-person in Copenhagen, the setting and structure of the workshop were planned to encourage productive engagement and deep dives into the material, with the overarching goal of gathering insightful feedback and probing deeper into potential applications.

Project Process Overview

To answer the primary research question posed, the research team employed a multi-faceted process informed by robust systems thinking and design-oriented strategies. The project process, as seen in **Table 1 Project Process**, was orchestrated to unfold in a series of framed phases leveraging an adaptation of the design thinking methodology which included: **Foundational Discovery, Principle Formulation, Framework Activation**.

Each of the 3 phases possess sub-phases with key activities and deliverables that build upon one another to form an iterative process, which resulted in the development of a framework for principles to build resilient client organizations. Throughout these project phases, the approach remained iterative and responsive, incorporating feedback and insights to define the need, develop a new framework, and refine and enhance the principles within it. The researchers placed a high importance on actualizing a resilient system within client organizations that is dynamic, adaptable, and reflective of the complex ecosystems in which they operate in order to fill the identified gap of practical tools available for building resilience within innovation consulting.

PHASES	FOUNDATIONAL DISCOVERY		PRINCIPLE FORMULATION		FRAMEWORK ACTIVATION	
	Research Exploration and Planning	Literature Immersion & Expert Research	Insight Sensemaking	Framework Design	Principle Validation & Refinement	Framework Finalization
KEY ACTIVITIES	Download existing research analysis Research design and discussion guide development Recruitment planning and initiation Research Proposal Development	Collecting, coding, and mapping secondary data Ethnographic research	Current state and systems analysis, analysis of key findings Synthesis of primary and secondary research work-streams	Initial Resilience Framework creation Key principle development for two-domains framework Resilience Framework positioning statement	Validate initial findings and draft Resilience Framework Principle intervention point intervention	Refinement of Resilience Framework (insights, principles and intervention points) Further areas of exploration definition
TOOLS	Literature Review	Rich Context Map, Primary Research: Qualitative Interviews	Causal Layered Analysis, Actants Map, Affinity Mapping	Affinity Mapping, Causal Loop Diagrams	Workshop: I Like, I Wonder, I Wish	
DELIVERABLES	Research Questions Research Methodology Research Guide MRP Proposal	Initial analysis of barriers and enablers of resilience within innovation consulting Identification of a need for an actionable framework	Framework Structure Creation and Domain Definition Initial drafts of principle list	Resilience Framework and Principles Finalization	Collaborative Framework Refinement Workshop Defined Principle Intervention Points	Finalized Resilience Principle Framework from 'Framework Design'

Table 1: Research Project Process Table which describes the overarching steps taken during the research.

Foundational Discovery

The 'Foundational Discovery' phase rigorously examines the current state of innovation consulting. Initial activities focus on collating existing research and setting out a clear research agenda. Subsequent 'Literature Immersion & Expert Research' draws on a wealth of secondary data and targeted ethnographic interviews to form a comprehensive picture of the field. This phase ensures the research is built on a solid foundation of empirical data and expert insight, capturing the nuances of the consulting environment.

Principle Formulation

'Principle Formulation' synthesizes the gathered data into actionable insights. 'Insight Sensemaking' filters through the data, extracting pivotal themes and trends. This informs the 'Framework Design' where these insights coalesce into an initial resilience framework, outlining domain-specific principles. It's a strategic pivot point, converting research into a draft blueprint that encapsulates the intricacies and dynamics identified in the discovery phase.

Framework Activation

The culmination of the research process is 'Framework Activation,' where theoretical constructs are refined into practical tools. 'Validation & Refinement' leverages expert collaboration to iterate and improve upon the draft framework, ensuring its applicability and relevance. In 'Framework Finalization,' these enhancements are finalized, delivering a resilient framework ready for deployment within the consulting sector, with the aim of instigating effective change in practice.

Limitations

Despite its comprehensive nature, the research methodology and project process acknowledges certain constraints to the research and the principles developed within the Resilience Framework. The interviewees were predominantly from North American firms or involved in servicing North American clients, supplemented by professionals from Scandinavian countries, notably Denmark and Germany. This composition likely influenced the resilience principles defined, reflecting a cultural bias towards North American and Scandinavian models of innovation consulting. For example, principles emphasizing flat organizational hierarchies and open communication may mirror the Scandinavian emphasis on egalitarian structures and consensus, while the focus on agility and competitive advantage could resonate with North American business paradigms that prioritize rapid innovation and market responsiveness.

Additionally, the interconnectedness and insular nature of the innovation consulting sector, particularly within this demographic, may limit the diversity of viewpoints. Such closeness could result in a confirmation bias, where shared experiences among the community reinforce existing beliefs, possibly overlooking alternative perspectives on resilience. The researchers were aware of these constraints and sought to mitigate them through ensuring diversity in secondary research papers referenced, aiming to achieve a balance of depth and breadth in the insights gathered within the time frame of the project. However, it is acknowledged that the cultural underpinnings and the sector's networked nature have likely shaped the principles derived from this study, potentially affecting their universality and application in differing cultural or operational contexts.

Why Resilience Matters in Innovation Consulting

Before we begin, we want to explain why you should keep reading as an Innovation Consultant...

By prioritizing resilience facilitation and development in client stakeholders during projects, you impart a legacy of strength and flexibility, equipping your client partners to not only implement recommendations you help design but also to independently navigate future challenges and opportunities with confidence.

This strategic focus ensures that the value and impact of your important work extends far beyond the immediate deliverables of the engagement, cementing your role as a catalyst for sustained and meaningful resilience transformation.

Insights Gained & Sensemaking

Exploring the Innovation Consulting System

The research commenced with an exploration of the innovation consulting system using the Causal Layered Analysis (CLA) as visualized in **Figure 2**, setting the groundwork for the inquiry. This method illuminated the complex ecosystem at different levels, from emerging trends to foundational myths that drive the industry's practices.

The CLA revealed at the 'Litany' level immediate trends such as AI and the pandemic's impact, which prompted questions about technology's role in resilience and the adaptations organizations made in response to global disruptions. These insights were crucial for directing the ethnographic research focus towards understanding the practical implications of such trends.

At the 'Structures & Systems' layer, underlying causes like inflation and the energy crisis suggested inquiries into economic pressures. Particularly for European interviews, geopolitical tensions, exemplified by the Ukraine War, underscored the strategic implications for consulting practices. This layer also highlighted how shifts in labor, evidenced by the gig economy, affect strategic decision-making, including consultant hiring and client service models.

Moving deeper, the 'Worldview & Values' layer uncovered a paradigm shift towards teamwork and empathy in business practices. This shaped the framing of research questions to capture how mainstreaming these concepts affected consulting delivery models and client relationships.

The deepest layer, 'Deep Myth', shed light on core beliefs such as the maxim that 'time is money' and the reliance on quantitative metrics. This led to investigating how these beliefs prioritize time efficiency and data in decision-making processes, influencing success measures within the consulting industry.

These insights, unique to our research, directly informed the subsequent sections and the principles within the resilience framework. By systematically capturing the multifaceted nature of the innovation consulting system, the study defined areas for inquiry that would later prove critical in identifying the need to formulate actionable resilience principles and the design of it in response to the realities of the consulting environment.

CAUSAL LAYERED ANALYSIS

<p>LITANY (EVENTS AND TRENDS)</p> <p>Points relevant to current issues and observations.</p>	<ul style="list-style-type: none"> • Dominate consulting firms, such as the big 5 • In-house innovation groups and labs being formed 	<ul style="list-style-type: none"> • Acquisition of boutique innovation firms by corporations • Service platforms that support and foster “gig” economy work 	<ul style="list-style-type: none"> • Increased remote working and online collaboration • Reduced spending by organizations leading to a slow in the consulting marketplace 	<ul style="list-style-type: none"> • Access to tools and courses driven by the learning economy
<p>STRUCTURES & SYSTEMS (UNDERLYING CAUSES)</p> <p>Social, technological, economic, environmental, political, as well as cultural-historical issues and evolutions.</p>	<ul style="list-style-type: none"> • Recession spurs layoffs, rising unemployment • Inflation surges, conflict escalates costs • Growing focus on CSR and social impact 	<ul style="list-style-type: none"> • Small businesses champion direct-to-consumer innovation • AI’s widespread adoption across industries 	<ul style="list-style-type: none"> • Globalization prompts labor outsourcing for cost savings • Consulting shaped by governance and ethics 	<ul style="list-style-type: none"> • Employee focus dilutes corporate culture • Analytics emphasize data and numbers
<p>WORLDVIEW & VALUES (PARADIGMS)</p> <p>Values and worldviews that sustain trends or legitimate causes.</p>	<ul style="list-style-type: none"> • Global warmings impact universally recognized • Innovation drives revenue and growth • Human-centered design practices widespread 	<ul style="list-style-type: none"> • Flatter work cultures enable co-creation • Consumerism, capitalism spur quick wins • Technology often equated with innovation 	<ul style="list-style-type: none"> • DEI efforts increase inclusivity • Hyper-connected world, constant content • Consultants’ expertise key to innovation 	
<p>DEEP MYTH (METAPHORS)</p> <p>Articulation of myths and metaphors, the unconscious beliefs that maintain the system.</p>	<ul style="list-style-type: none"> • Individuals desire to reclaim their time and future 	<ul style="list-style-type: none"> • “Time is money” emphasizes maximizing financial outcomes through efficient time use 	<ul style="list-style-type: none"> • Organizations often need external help to clarify and decide on their goals 	

Figure 2: Causal Layered Analysis delves into the multiple layers of reality that constitute the innovation consulting system.

The Interdependent Nature of the Consultant's and Client's Actors and Systems

Embracing a systems perspective is essential to our work, enabling us to dissect the intricate interconnections among various facets of our research. Systems thinking is not merely a discipline but a comprehensive philosophy, conceptual framework, and arsenal of tools and methods including the Rich Context Map, the Actants Map, Causal Loops and Archetypes meticulously crafted to foster a holistic understanding of the world and facilitate more effective change implementation (Senge, and Sterman, 1992).

Within the innovation consulting landscape, the research highlighted two primary actors: innovation consultants and client organizations.

- **Innovation Consultants**

Consultants, as facilitators of change, bring forth novel methodologies to navigate and mitigate the complexities of market evolution and aim to bring cutting-edge solutions and strategies to their clients. Their role is underpinned by objectives to foster organizational growth and adaptability, as well as to ensure that client firms can capture opportunities within their industries (Yoon et al., 2018; Wiener et al., 2020).

- **Client Organizations**

Client organizations, especially within the top fortune 500—who are the primary consumers of innovation consulting services—strive for sustained profitability, market presence, and continuous innovation (Collinson & Wilson, 2006; Doyle, 1989; Young, Woods, Reeves, 2019). They are often driven by the necessity of market innovation and maintaining a competitive edge.

Rich Context Map

The Rich Context Map, drawing on the methodology articulated by Frank Geels in 2005, served as a pivotal tool in identifying and understanding the significant systemic contexts within innovation consulting. The Rich Context map defined connections between term trends in the societal environment (landscape), current practices of the system maintained by organizations and their existing structures, and emerging innovations.

This contextual framework became the foundation for structuring subsequent subject matter expert (SME) interviews, ensuring discussions were anchored in the most relevant and impactful system dynamics. Throughout the research process, the map was iteratively refined, integrating interview data to sharpen the system understanding and bring clarity to the evolving nature of innovation consulting environments.

Innovation consultants, serving as catalysts for change, are tasked with introducing new ideas and methodologies aimed at enhancing organizational adaptability and growth. They operate within a market that places a premium on innovation as evidenced by the constant influx of new technologies like AI, a trend prominently highlighted in the Rich Context Map (**Figure 3**). This map provided detailed insights into the intricate interplay between cultural shifts towards workplace inclusivity and diversity and their impact on client priorities. It highlighted how broader societal movements, such as the push for greater diversity and inclusion, are reshaping the landscape of consulting practices. Specifically, it elucidated the evolving expectations and demands of clients, shedding light on their heightened focus on diversity-related initiatives and the integration of inclusive practices into their organizational strategies. Moreover, the map delineated the various ways in which consulting firms are adapting their approaches and methodologies to align with these shifting cultural norms such as the gig economy and globalization, emphasizing the importance of fostering diverse and inclusive work environments both within consulting firms and among their client organizations.

The Rich Context Map also suggested that clients' aspirations to adhere to corporate social responsibility (CSR) and diversity, equity, and inclusion (DEI) principles are shaping the services and approaches that consultants are expected to deliver. Consultants are adjusting their frameworks and methodologies to help clients navigate

these long-term trends, thereby influencing the resilience principles developed within the consulting practice. This is further evidence that while each system operates independently—with consultants external to the client's internal mechanisms—they are linked through shared goals and the exchange of value.

RICH CONTEXT MAP



Figure 3: Rich Context Map shows the internal and external forces that helped contextualize the innovation consulting space.

Actants Map

The Actants Map, applied post-interviews, was a critical tool to pinpoint the various factors impacting the client-consultant dynamic, focusing on the perspectives of the client stakeholder project owner and the leading innovation consultant. This tool facilitated a granular examination of the mutual and individual goals, expectations, and the value exchange between these two pivotal roles. By laying bare the intricacies of their interaction, the Actants Map provided clear insights into what drives satisfaction on both ends—crucial for tailoring the resilience framework to meet the real-world demands of its users.

Unpacking these relationships is vital for building resilience because it aligns the consulting services with the client's strategic imperatives, ensuring that the resilience framework is not only adopted but also integrated deeply within the client's operational ethos, leading to sustainable, resilient outcomes in their projects and wider organizational culture.

The Actants Map (**Figure 4**) provided further granularity, illustrating distinct yet interwoven objectives and the exchange between the consultants and client organizations. It revealed the mutual expectations of value exchange: clients seeking innovative solutions that will drive awareness and consultants establishing market credibility through successful outcomes and cultivating lasting partner relationships that drives value for the firm. For instance, the map indicated clients' heightened focus on 'quick wins' driven by market pressures for rapid innovation, juxtaposed against consultants' efforts to instill a deeper, long-lasting organizational resilience. It became evident that innovation consultants and client organizations form an interdependent relationship. Each party relies on the other for distinct yet complementary needs around profit, relationships, innovation, and response to market shifts. The consultants' expertise and the clients' industry positioning create a symbiotic dynamic where in a successful state both parties evolve and purposes are achieved as the project and relationship develop.

Interviews with senior professionals from the global innovation consulting sector highlighted the interdependent nature between client and firm. The experts pointed to an evolving marketplace where the gig economy, supply chain disruptions, and geopolitical tensions such as the Ukraine War are influencing business strategies and decision-making processes. For example, clients' need to adapt to the gig economy's labor model was mirrored by consultants' strategies into modular components that can be customized and combined flexibly to meet varying client needs. In addition, firms may develop scalable solutions that can be adjusted in scope and scale to accommodate changes in client requirements or market conditions.

ACTANTS MAP

INNOVATION CONSULTANT

PURPOSE

Generate profits, build repeatable business, and bolster reputation of the quality of work of the firm.

KEY CLIENT STAKEHOLDER

PURPOSE

Adapt to shifts in market and customer expectations to ultimately drive business by increasing company profitability and market share.

SHARED PURPOSE

To collaboratively design / generate a thoughtful, well-informed solution or recommendation to drive transformative change and create sustainable, long-term value by leveraging innovative solutions that align with the client's strategic objectives and adapt to evolving market dynamics.

EXPECTATIONS, ASPIRATIONS

- Introduce fresh perspectives and methodologies
- Facilitate the discovery, design and implementation of strategies that address complex challenges, capitalize on emerging opportunities and align to client's strategic objectives
- Foster enduring client partnerships
- Solidify market standing via successful client outcomes

EXPECTATIONS, ASPIRATIONS

- Align project outcomes with organizational goals and drive the organization forward
- Manage internal resources (budget) efficiently
- Gain tangible, ROI-justified results from consultancy
- Evolve beyond reports to actionable strategies
- Build internal capacities through consultancy engagement

CONCERNS

- Avoid scope creep
- Credibility and relevance in strategic guidance
- Provide objective, thought-leadership that resonates with the client's needs
- Balance expert guidance with fostering client independence
- Solution sustainability and long-term client benefit

CONCERNS

- Gaining internal buy-in and budget alignment
- Scaling the project to fit organizational needs
- Addressing ROI expectations from the consultancy's input
- Counter external pressures and internal change resistance
- Establishing distinct market advantage

VALUE EXCHANGE

- Industry expertise and strategic guidance
- Strategies for navigating client agendas and market shifts
- New ways of thinking and frameworks
- Credible validation and identification of new client spaces
- Market and industry Insights
- Project validation against industry benchmarks and trends
- Desire for new concepts that drive organizational growth and/or revenue

GIVES

- Access to existing resources and internal networks
- Compensation and project briefs
- Prompt, constructive feedback to refine consultancy impact
- Infrastructure and stakeholder access for project efficacy
- Embrace of innovative approaches for change and competitiveness
- Willingness to allocate budget to generate new ideas in innovation

Figure 4: Actants Map shows the interdependent relationship between the client and innovation consultant. Each party reliant on the other for distinct yet complementary needs.

Causal Loop Diagram

Causal loop diagrams offer a vocabulary to express our comprehension of the dynamic, interrelated aspects of the environment. They can be likened together, like sentences formed by connecting essential variables and illustrating their causal connections (Kim, 2000). We can construct a cohesive and illustrated narrative about a specific problem or issue by weaving multiple loops together.

The Reinforcing Causal Loop seen in **Figure 5 (left)**, underscores the interdependence of the indispensable role of innovation in propelling businesses forward amidst dynamic market landscapes. The market evolution spurs a need for innovation, which consultants are tasked to fulfill, subse-

quently affecting the organization's need to respond and innovate, leading to the implementation of the project.

This loop captures the essence of the consultancy-client relationship, where the influence of one feeds into and shapes the other, underscoring the significance of understanding each of the objectives and needs to facilitate a meaningful exchange. The demand for innovative strategies and solutions is not a fleeting trend but an enduring necessity, perpetuating the cycle of evolution and adaptation. In this ever-evolving ecosystem, the synergy between market shifts and innovation becomes intrinsic, highlighting the vital role consultants play in guiding organizations through the complexities of change and ensuring sustained growth and relevance.

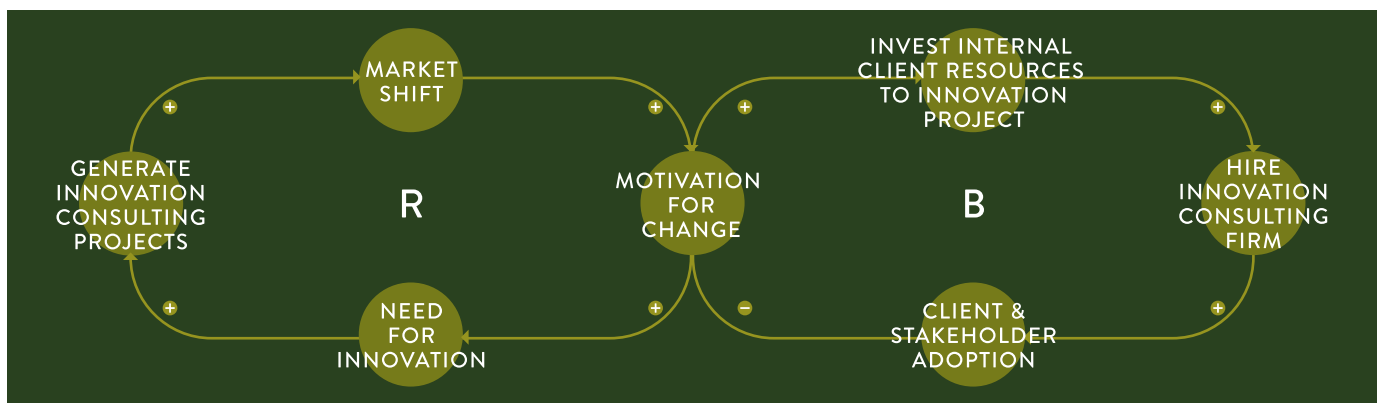


Figure 5 (Left) - Reinforcing Causal Loop diagram which demonstrates that the client organization is adapting to the current market creates a shift, further amplifying the need for continuous innovation. (Right) - The Balancing Loop illustrates that when the desire for change grows, clients must invest more internally to working with innovation consulting firms, While increased adoption may be achieved by the consulting firm, internal client adoption might slow down the organization's ability to make effective change.

The right side of **Figure 5** represents a Balancing Loop that demonstrates that the investment for innovation and the engagement of innovation consulting firms, along with the adoption of their recommendations by the client organization may slow or impede the realization of the innovation project to the level expected by the consulting firm. The adoption and implementation of these recommendations are within the responsibility of the client organization and are imperative for change; thus often causing delays in the pace of innovation.

Within the system, direct influence of client adoption creates immediate impact that consultants may apply

to specific projects and initiatives. Through our expert interviews we heard that projects often lost funding, or initiatives were no longer suitable for the market, as too much time had been invested in stakeholder buy-in. The indirect influence of client adoption involves broader, often cultural transformations that emerge as a consequence of consultancy engagements. Additionally, changes in organizational structures, ongoing corporate restructuring, and consolidation have led to fractures in company cultures. Consequently, achieving corporate alignment and organizational buy-in poses challenges, as business requirements and stakeholders are in a constant state of flux, which may slow the delivery of innovation.

Systems Archetypes

The Systems Archetypes represent recurring patterns of behavior, instrumental in discerning and contemplating the fundamental structures within a system. They offer valuable insights into the origins and perpetuation of existing behavioral patterns, and are instrumental in evaluating whether proposed strategies will instigate the desired change or perpetuate existing structures (Jones and Van Ael, 2022).

The interplay between innovation consulting firms and client organizations is exemplified in the reinforcing causal loop diagram depicted in **Figure 6**. This visualization captures the sequence of hiring an innovation consulting firm leading to successful project outcomes, which in turn reinforces the client's competitive edge, ultimately aspiring towards a resilient client organization. The loop elucidates the feedback mechanism where the consultant's input is critical in addressing immediate challenges, but the loop completes only when this input contributes to the client's enduring resilience—a testament to the interdependent nature of their relationship .



Figure 6 - Shifting the Burden Loop illustrates that the fundamental solution of enhancing resilience in client organization continues to focus on individual project outcomes, thus shifting the burden to an external force, rather than internal.

This diagram serves as a tangible representation of the 'Shifting the Burden' archetype. It demonstrates that while client organizations often seek consultants to maintain competitiveness and resolve immediate issues, the enduring value lies in fostering resilience that extends beyond the immediate problem-solving (Kim, 2000). This insight is vital, as it cautions against a short-term approach, advocating instead for a resilience-centric mindset that equips client organizations to sustain success independently. This causal loop is instrumental in illustrating that the consultant-client engagement is not merely transactional but a continuous, evolving partnership that strives for a resilient outcome.

Overall, these specific instances extracted from our analysis tools underscore a dynamic interplay where innovation consultants and client organizations are not merely interacting but are deeply interwoven, each responding to the shifts and developments within the other's system. This intricate web of interdependencies informs the need for an actionable resilience framework that is grounded in the current realities and emerging prospects of the innovation consulting landscape.

Structural Couplings Between Consultant and Client Systems

Within this research the concept of structural coupling arises from the complex interplay between innovation consultants and their client organizations systems, which operate as distinct yet interdependent entities within the consulting ecosystem as visualized in **Figure 7**. Insights leading to the identification of structural coupling emerged initially from the affinity mapping exercise, which organized ethnographic interview data to visualize the points of influence and impact within the consulting landscape.

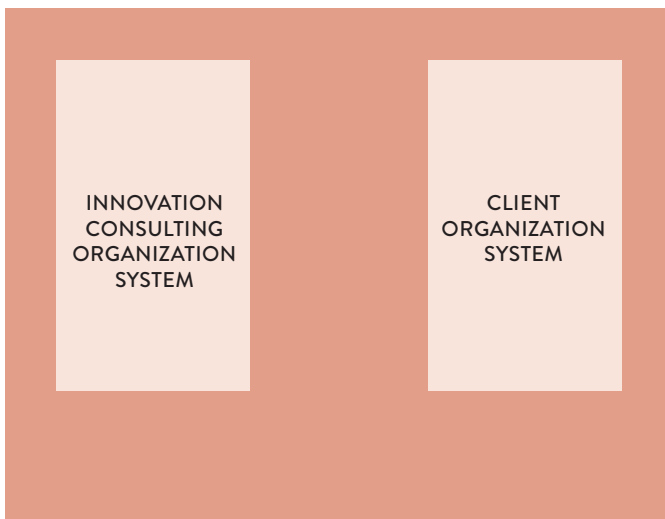


Figure 7: Two distinct organization systems within the Innovation Consulting Ecosystem.

The affinity mapping, illustrated in **Figure 8**, categorized insights according to the systems they pertained to, leading to the discovery that while consultants and clients function within their own organizational logic, their interaction through project engagements creates a ‘Project Interface.’

AFFINITY MAP VENN DIAGRAM



Figure 8: Expert Interview Affinity Mapping Exercise synthesizing primary research insights into insights for the consulting firm, client organization, and overlapping insights for when the two interface.

This interface, as originally theorized by Mohe & Seidl and depicted in Figure 10, was used as the foundation of organization for our insights and represents a structural coupling—a shared space where the consultant’s methodologies and the client’s organizational needs to converge without losing their independent operational characteristics.

Our work has contributed to this by investigating how innovation consultants navigate this interface to foster resilience within and between organizations. We have applied the structural coupling concept to explore how consultants can influence client systems in ways that respect each entity’s autonomy yet drive collective innovation. This has led to an extension of Mohe & Seidl’s theory, viewing the consultant-client relationship as a collaboration of services within a symbiotic partnership and defining the Project Interface and Innovation Consulting Organization System as the critical junctures for consultants to build resilience through their work.

Our research illustrates the dual contribution of each actor within the interface by identifying touch points of influence and value exchange. Consultants are revealed as integral facilitators rather than mere external agents, guiding clients to embed resilience into their core strategies through this coupling.

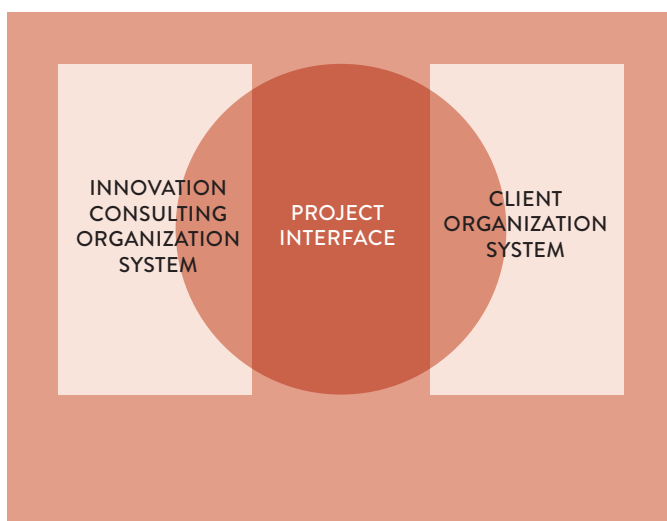


Figure 9: The Structural Coupling Project Interface Between Client and Consultant Organization Systems.

This Project Interface acts as the central point where the consultant’s influence is exerted and the client’s objectives are articulated. It offers a zone of collaboration that respects the autonomy of both systems while enabling the exchange of value and expertise necessary to drive innovation. The understanding of this interface is crucial, as it informs the design of a framework that respects the separation of consultant and client systems while facilitating effective engagement within the structural coupling that the Project Interface creates. This interface, depicted in **Figure 9**, serves as the structural foundation of our application of the resilience framework developed in this research as explored throughout the remainder of this paper.

Innovation Consultants’ Role in Building Resilience

Within the innovation consulting landscape, building resilience in client organizations has emerged as a pivotal role for consultants.

It’s become clear that a project’s success isn’t solely judged on the immediate results but on the lasting change and growth it fosters. Insights gathered underscored the necessity of resilience not just as a buffer against disruptions but as a core component that ensures the long-term application and viability of a consultant’s recommendations.

Experts highlighted the need for consultants to not only prioritize their professional resilience but also nurture it within their client engagements. This dual focus on resilience—personal and within the consultant-client

connection—becomes a value proposition, enhancing the consultant’s capacity to drive impactful change. Consultants, drawing upon the Project Interface as defined in **Figure 10**, are positioned not just as solution providers but as strategic partners who foster a culture of resilience through their engagement with clients.

For consultants, building resilience enhances their reputation and ensures their services have a sustainable impact. In the Consultant-Client interface, this strategic emphasis on resilience is manifested through the agreements and collaborative processes designed to embed adaptability into the client’s operations. Mohe & Seidl’s research (2011) reinforces that by employing a consultative approach of provocation and enabling, rather than prescribing solutions, consultants can facilitate the client’s independent capacity for innovation and resilience.

This approach ensures that the consultant’s impact is sustainable, with client organizations continuing to benefit from increased resilience long after the project’s completion. **It is in the innovation consultants’ interest to build resilience, as it directly correlates with the enduring success of their work and the client’s continuous improvement—a legacy that goes beyond the temporal scope of any single project.**

Defining A Two-Domain Principle Framework

In response to the insights from the various analysis methods and research, the need for a structured set of principles became clear—principles that innovation consultants could directly apply to foster resilience within client organizations. Through affinity mapping exercises and examination of the Consultant-Client interface, it was evident that consultants exert influence primarily through the Project Interface, rather than within the direct systems of the clients. This distinction between direct and indirect influence shaped the framework's development, recognizing the barriers consultants face in implementing enduring change within the client organization.

Direct influence pertains to the immediate impact consultants can have through specific projects and initiatives, whereas indirect influence encompasses broader, often cultural shifts that occur as a byproduct of the consultancy engagement. Innovation consultants, despite their expertise, do not have direct influence over the entirety of client organizations due to inherent systemic barriers mentioned by experts such as:

- **Inertia in Client Organization Systems**
Established routines and internal networks often resist change, leading to high levels of path-dependency and limited organizational responsiveness.
- **Resistance to New Ideas**
A lack of culture focused on audience needs and innovation can stifle the acceptance and implementation of consultants' recommendations.
- **Volatile Organizational Politics**
Shifts in organizational structures, continuous corporate restructuring and consolidation have fractured company's cultures. This creates challenges in gaining corporate alignment and organizational buy-in as the business needs and stakeholders are continuously shifting.

These barriers acknowledge the complexities of achieving effective structural coupling avenues in project and client stakeholders such as organizational culture, executive

leadership management, and knowledge-sharing systems - underscoring the importance of developing a two-domain framework to navigate and mitigate these challenges within the consultant-client dynamic (Cohen, Levintha, 1990).

This framework strategically focuses on areas where innovation consultants can have the most significant direct impact: first within their own organizations to exemplify resilience, and second at the Project Interface, where their expertise intersects with the client's needs.

- **Innovation Consulting Organization System**
This domain is informed by the insight that innovation consultants must first cultivate resilience within their own systems. Our research highlights that the embodiment of resilience by consultants not only enhances their capacity to navigate the complexities of their role but also serves as a demonstrative model for client organizations. This internal focus ensures that consultants can effectively lead by example, showcasing the tangible benefits of a resilience-oriented culture.
- **Project Interface**
Emerging from our research is the recognition that while innovation consultants operate outside the direct systems of client organizations, they can still exert significant influence through project engagements, which is referred to as the Project Interface within the framework. This domain is predicated on the insight that effective consultancy entails facilitating conditions that empower client organizations to build their resilience independently. By focusing on this contact system, the framework respects the operational autonomy of client systems while providing a conduit for impactful consultancy that respects the systemic boundaries.

By concentrating on these domains, the framework aims to circumvent the identified barriers, enabling consultants to facilitate conditions that promote the client organization’s independent capacity for resilience. The framework’s structure follows this bifurcation, as visualized in **Figure 10**, to provide clear guidance on actionable resilience principles.

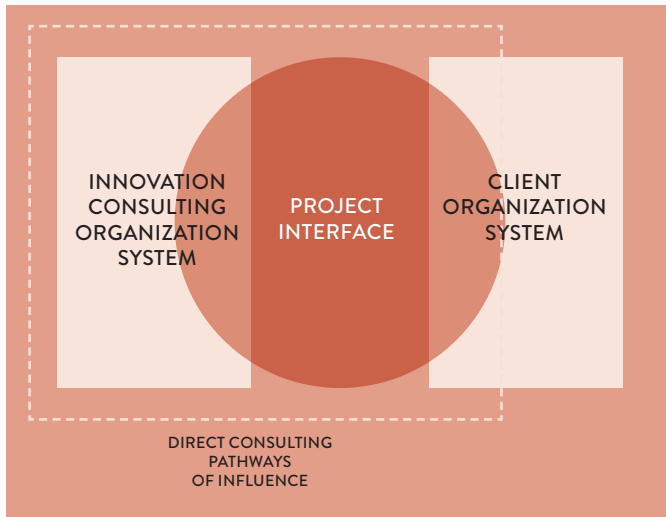


Figure 10: Areas of Direct Resilience Pathways for Resilience Influence for Consultants.

Although the two-domains will be treated as discrete for the purposes of the framework structure, interconnect- edness does exist and therefore the barriers and resulting Resilience Principles have similar overlap. Expert inter- views and The Rich Context map further supports this insight revealing how various elements like data privacy concerns, the need for work/life balance, and the rise of big tech powers are interconnected within the wickedly complex systems and often contribute to a client and consulting company’s resilience. Acknowledging these in- terconnected factors is essential in developing a resilience framework that is holistic and adaptable to these trends.

This framework was shaped with the understanding that while innovation consultants can influence client systems’ evolution and fortification directly at the Project Interface, they must also acknowledge and navigate the indirect pathways of influence (**Figure 11**). Indirect influ- ence, through inspiring new skills and mindsets within the stakeholders of the Project Interface, can lead to a ripple effect that further fosters resilience within the client organization. While the research did not delve into these indirect methods, they present an opportunity for future exploration and development within the field of resilience in innovation consulting.

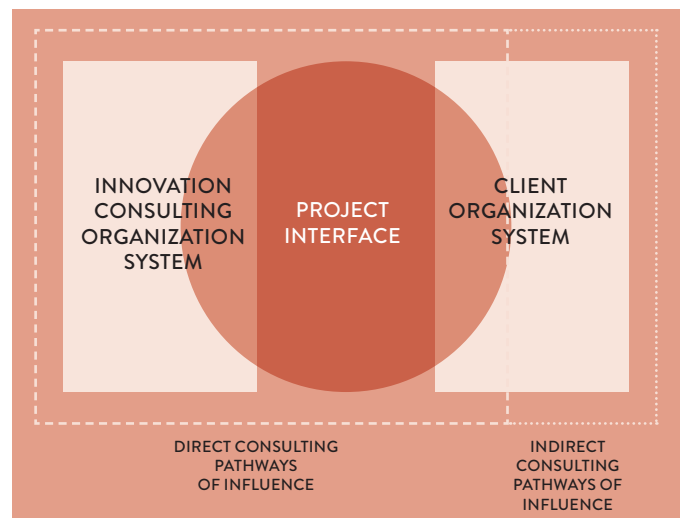


Figure 11: Areas of Direct and Indirect Pathways for Resilience Influence for Consultants.

The Innovation Consulting Resilience Framework

Overview

Emerging from the interdependent dynamics of innovation consulting and client systems is a Two-Domain Principle Framework, designed to strategically guide consultants in cultivating resilience within their organizations and across the project interface. This framework was conceived to empower consultants with actionable principles to affect the most substantial direct impact: reinforcing resilience within their consulting firm and fostering resilience within the client stakeholders through the ‘project interface’.

For innovation consultants, the framework offers a structured approach to enhance their firm’s adaptability and serve as a model of resilience in action. When applied at the project interface, these principles intersect directly with client needs, catalyzing the development of resilience within the client’s organizational fabric. Consultants navigating through this framework will find that each principle is further explored in subsequent sections, with careful consideration of potential risks and practical application examples.

Within the Consulting Organization System, principles such as ‘Authentic Action’ and ‘Symbiotic Partnerships’ underpin the cultivation of an organizational ethos that is both resilient and adaptable, setting a precedent for the Project Contact System. These principles contribute to building ‘Consulting Firm Organizational Resilience’, ensuring that consulting firms embody the change they advocate to clients.

In parallel, the Project Contact Interface Principles, including ‘Intellectual Readiness and Empowerment’ and ‘Customized Resilience Pathways’, are tailored to the nuances of client interactions. When integrated with the Consulting Organization System Principles, they result in ‘Client Stakeholder Resilience’. This combined effect underlines the unique role of innovation consultants in leading by example and aligning project outcomes with the broader objectives of resilience and sustainable growth.

Innovation consultants using this framework can strategically navigate the nuances of the consulting-client relationship, applying each principle with the knowledge that their actions will ripple through the Project Interface, fostering a sustainable culture of resilience. This is the essence of the Two-Domain Principle Framework, ensuring that the principles lead to concrete outcomes—resilient consulting organizations and resilient client stakeholders. The following sections delve into each domain’s principles, risks, and applications, painting a complete picture of how consultants can actualize resilience in practice.

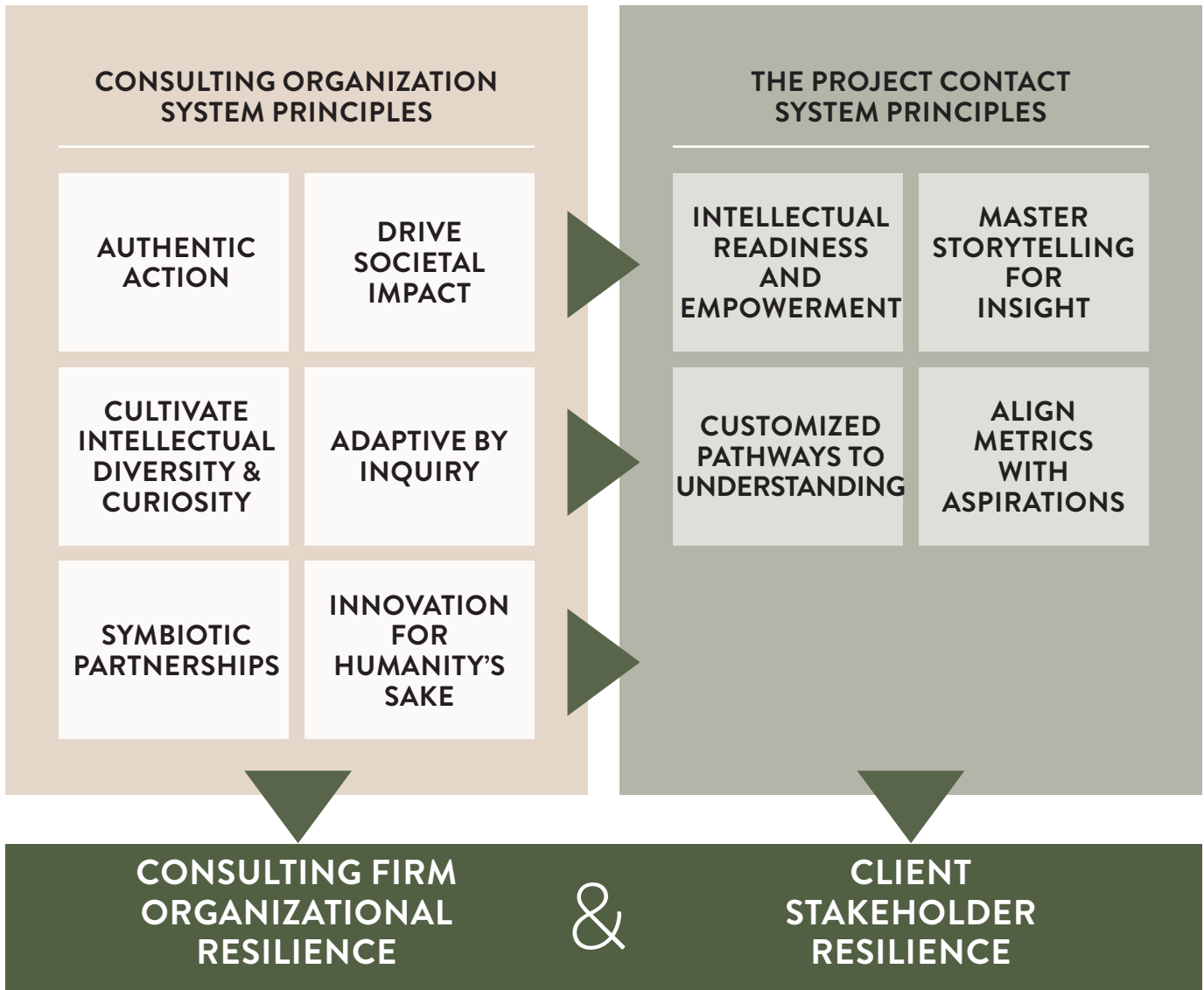


Figure 12: The Innovation Consulting Resilience Principle Framework.

Innovation Consulting Organization System Principles

In the dynamic realm of innovation consulting, the journey towards achieving resilience within client organizations begins within the consulting firms themselves.



The principles outlined in this section are designed to serve as foundational pillars for building resilience not only within the innovation consulting organization but also as a precursor to fostering resilience in the project contact system, ultimately leading to more resilient client stakeholders.

These principles are crafted based on a combination of expert insights and an extensive review of secondary research, highlighting their robustness and applicability across various facets of the innovation consulting organization's system.

The purpose of these principles is twofold: firstly, to enhance the internal resilience of consulting firms, enabling them to seamlessly adapt to market shifts, evolving client needs, and broader societal trends; and secondly, to ensure that this resilience permeates through to client engagements, facilitating a more effective and adaptive project contact system. By adopting these principles, innovation consulting firms can ensure that they are not merely advocates of change and adaptability but are, in fact, exemplars of these values in action.

These principles touch upon key areas within the innovation consulting organization. Guided by the network resilience model, these principles advocate for a cultural transformation within consulting organizations akin to network adaptation (Zubair, 2021). By viewing the firm as a node within a broader ecosystem, we emphasize the importance of nurturing resilient connections—not only

within the team but extending to clients and the market at large. This network-focused approach encourages firms to re-conceptualize resilience as a cultural attribute, encouraging consulting firms to lead by example through learning, adaptation, and the strategic exchange of knowledge and resources.

CONSULTING ORGANIZATION SYSTEM PRINCIPLES

- **AUTHENTIC ACTION**
Embody resilience and adaptability authentically.
- **DRIVE SOCIETAL IMPACT**
Pursue projects with positive societal change.
- **CULTIVATE INTELLECTUAL DIVERSITY & CURIOSITY**
Foster an environment of mutual diverse inquiry.
- **ADAPTIVE BY INQUIRY**
Customize methodologies to fit client needs.
- **SYMBIOTIC PARTNERSHIPS**
Engage in ventures for mutual growth.
- **INNOVATION FOR HUMANITY'S SAKE**
Align technology with human values.

Each principle is engineered to not only fortify the resilience of the innovation consulting firm but also to lay the groundwork for building resilient structures within client organizations. Through the strategic application of these principles, consulting firms can catalyze a ripple effect of resilience, transforming both their internal operations and their engagements with clients into platforms for sustainable growth and innovation.

Principles

AUTHENTIC ACTION

Embody resilience and adaptability authentically.

In the domain of innovation consulting, acting in harmony with your teachings emerges as a cornerstone principle, urging consultants to embody the resilience and adaptability they advocate to their clients. This principle underscores the critical need for authenticity in consulting practices, where consultants' actions and strategies are a direct reflection of their professed values. This alignment fosters trust, setting a foundational precedent for the principles that follow and exemplifies the importance of living the change they wish to see in their clients. Such authenticity not only reinforces the consultant's credibility but also serves as a beacon for clients, illustrating the practical application and benefits of resilience in navigating the complexities of the modern business environment.

APPLICATION

- **Offer Authentic Feedback:** Consultants should provide and celebrate feedback to clients and their team in a constructive and authentic manner. This includes both praise for successes and constructive criticism for areas that need improvement throughout, during, and following the project delivery.
- **Inform Client Authenticity:** Consultants should educate their clients and staff on the importance of authenticity in navigating the complexities of innovation implementation. This includes explaining how authenticity fosters trust, drives innovation, and ultimately leads to better outcomes for the organizational culture.

BARRIERS

- **Resistance and Misalignment:** Different organizational cultures may have varying degrees of acceptance towards authenticity. Convincing them of the benefits of authenticity may require overcoming their resistance to authenticity changing over time. Interviewees suggested that some client cultures may prioritize hierarchy and formality over authenticity, making it challenging to integrate this principle seamlessly.

DRIVE SOCIETAL IMPACT

Pursue projects with positive societal change.

Impact-led motivation hinges on the realization from experts that personal drive for positive societal impact stands as a paramount measure of success. This principle reflects the consultants' intrinsic motivation to embed meaningful change across all projects, often creatively aligning even misaligned value work with their core values. It acknowledges the reality that not all projects may directly satisfy their ideological goals due to the diverse nature of client needs. Thus, it encourages innovation consultants to seek alternative partnerships and project types that resonate with their drive for societal betterment, preventing the dilution of their essential passion and resilience. This could be at the organizational level or could be an incentive employee approach to engage in positive change activities. A proactive stance like this ensures consultants maintain their commitment to impactful work, fulfilling their aspirations for societal transformation and sustaining their resilience by engaging in work that truly matters to them and society at large.

APPLICATION

- **Allocate Bench Time for Pro-Bono Extensions:** Encourage post-project "bench time" for teams to engage in pro-bono work, adding value-aligned deliverables to projects that lacked societal impact elements. This not only supplements profit-driven projects with purposeful work but also allows consultants to invest in interests resonating with their values, enhancing firm-wide learning and fulfilling the personal quest for societal contribution. It's a strategic move to align profit-oriented endeavors with the firm's social impact mission.

BARRIERS

- **Limited Ethically-Driven Project Funding:** Significant financial constraints often beset ethically-driven projects, presenting a barrier for innovation consultants aiming to prioritize human-centered innovation. While such projects align closely with values-based work, the larger budgets of publicly traded companies tend to lure consultancies toward more commercially driven endeavors.

ors, challenging the commitment to societal impact and human values in the face of economic imperatives.

- **Value Compromise in Client Projects:** Consultants can face ethical dilemmas when client-funded projects conflict with their personal values, particularly when tied to regions with contentious governance. This can lead to a rationalization of work, as consultants strive to reconcile their professional activities with their beliefs, risking a compromise of their integrity and diluting the drive for societal impact.

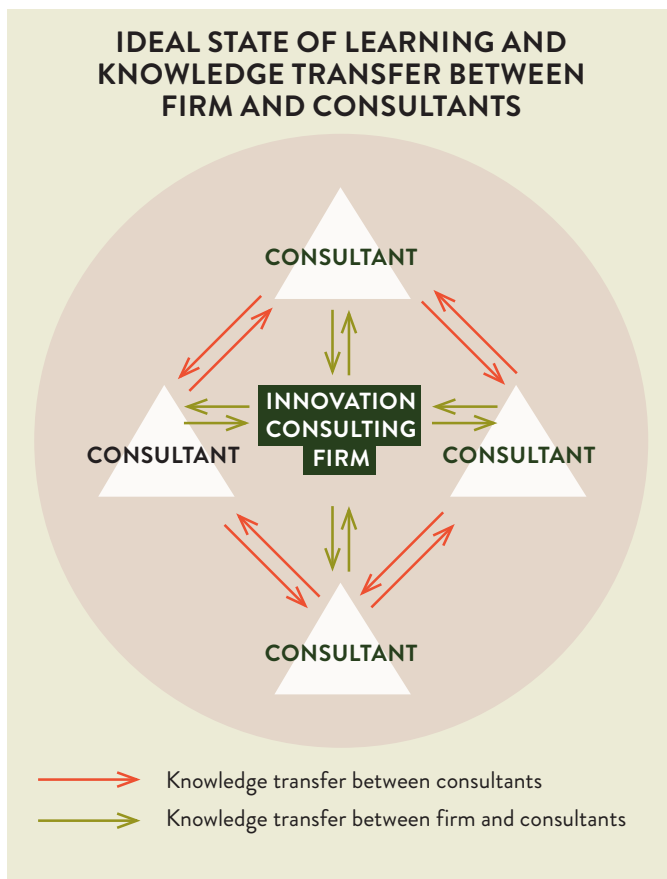


Figure 13: The Ideal State of Learning and Knowledge Transfer Between An Innovation Consulting Firm and Employed Consultants.

CULTIVATE INTELLECTUAL DIVERSITY & CURIOSITY

Foster an environment of mutual diverse inquiry.

This intellectual diversity & questioning principle encourages the creation of an environment that not only celebrates diverse perspectives but also nurtures a culture of inquiry and mutual learning. Recognizing the transient nature of the workforce as visualized in **Figure 13**, this principle emphasizes the importance of establishing a space where questioning is encouraged and past experiences of consultants can be leveraged for organizational learning. It advocates for a balanced exchange, where the organization benefits from the rich tapestry of consultants' backgrounds, and consultants are equally enriched by the collective wisdom within the firm and from their co-workers. This dual-benefit approach fosters a resilient consulting practice, enhancing the firm's adaptability and innovative capacity while ensuring consultants continue to grow, learn, and derive value from their engagements.

APPLICATION

- **Create Moments for Sharing:** Equip consultants with time and resources that support continuous enhancement of their skills that fosters collaboration over competition. Implement both internal and external training initiatives that facilitate knowledge exchange among diverse groups. Organize formal and informal workshops for all levels of topic literacy, and build in where possible to project plans time allocated to communal deep thinking with the goal of sharing nuanced experiences among team members and space to make connections that may not be immediately obvious.

BARRIERS

- **Consulting Team Composition:** Consisting of diverse skill sets is essential for delivering innovative strategies. Consulting teams, particularly in larger firms, might encounter difficulties in creating forums for sharing information and fostering a culture of diverse inquiry due to project teams often operating in silos by nature due to the pod-like structure, sometimes insulating moments to learn within the project group itself.
- **Fragmented Documentation Practices:** Efficient man-

agement of information and documentation is pivotal for maintaining the intellectual capital of an innovation consulting firm. However, the barrier often lies in the disparate systems and inconsistent practices across teams, which can lead to information silos and hinder cross-project learning. Efforts to streamline and standardize information management can face resistance due to timing limitations and established habits, impacting the ability to fully utilize and disseminate its knowledge base.

- **Formidable Hiring Policies:** Major consulting firms frequently prioritize candidates from programs, schools, and backgrounds with conventional pedigree. This practice results in a candidate pool often of similar knowledge bases and interest, and excluding individuals from alternative backgrounds. There's potential to broaden hiring practices to encompass non-traditional consulting backgrounds, akin to an innovation lab or hub (Sethi, 2022), to promote the implementation of this principle.

ADAPTIVE BY INQUIRY

Customize methodologies to fit client needs.

Tailoring solutions through inquiry underscores the necessity of tailoring project designs, methodologies, and activities to the unique challenges and contexts presented by client organizations. This principle has emerged as a response to the increasing sophistication of clients in areas like human-centered design, usability research, and foresight, encouraging a more nuanced and flexible consulting approach. By prioritizing adaptability and embracing a problem-solving mindset grounded in inquiry, consultants ensure that their strategies and interventions are precisely aligned with their client needs. This bespoke approach not only enhances the effectiveness of consulting engagements but also supports the development of resilient solutions that are robust enough to evolve alongside the client's changing landscape.

APPLICATION

- **Methodology Adaptation:** Remain flexible and adaptable to changes in client requirements or preferences by pursuing the client to be prepared to take an iterative inquiry approach (Jones and Van Ael, 2022) and make

adjustments to project designs, methodologies, and activities as necessary. Consultants might consider building in a discovery phase to projects dedicated to gaining deeper understanding and designing an approach for the project that truly fits the need and defines a clear end goal. If this level of uncertainty isn't comfortable to clients, build allowances for project approach adjustments directly into the wording of the project Statement Of Work (SOW). This will build in a mindset of agility and a project interface that can adapt to fit the evolving needs of the project rather than being fixed to a per-established project plan.

BARRIERS

- **Cost Considerations:** Customizing methodologies to fit specific client needs may require additional resources, such as specialized expertise, technology, or tools. Clients may be hesitant to invest in these resources if they perceive them as costly or unnecessary.
- **Proof of Results:** Clients may require evidence or proof of the effectiveness of customized methodologies before committing to their implementation. Demonstrating the value and potential impact of tailored solutions through inquiry may be challenging without concrete results or case studies to reference.

SYMBIOTIC PARTNERSHIPS

Engage in ventures for mutual growth.

Forging collaborative ventures represents an emergent approach to engaging with low-resource organizations and exploring new industries, where traditional client-consultant dynamics are re-imagined through collaborative, partnership-based models. This principle highlights the mutual benefits of venturing into new and niche territories, including the invaluable learnings and insights gained from new industries that can be applied to more traditional clients. An example of this innovative model is seen in initiatives like IDEO's OpenIDEO, which fosters open collaboration and shared ventures, indicating a broader application of partnership-based engagement even in traditional settings. By adopting this principle, innovation consultants not only expand their impact but also ensure their methods and knowledge remain at the forefront of

industry relevance, thereby fostering a resilient consulting practice capable of thriving in a diverse and dynamic market environment.

APPLICATION

- **Redefine Engagement Models:** Consultants can reimagine traditional client-consultant dynamics by adopting collaborative, partnership-based models. This may involve co-creating solutions with clients, and more provocatively, forfeiting upfront payment of services for long-term profit sharing of the executed solutions in the form of joint-ventures or shared ownership models.

BARRIERS

- **Risk Aversion in Uncharted Models:** Experts mention that conservative organizational cultures and complex legal frameworks can make it challenging for clients to commit to innovative partnership structures. Overcoming this requires consultants to not only articulate the value proposition of such models but also to work diligently to ensure compliance and minimize perceived risks, crafting agreements that protect both parties while fostering a conducive environment for growth and innovation. Further employing a growth-mindset and normalizing failure as a part of the learning process can exchange fear of failure for resilience and perseverance.

INNOVATION FOR HUMANITY'S SAKE

Align technology with human values.

Leading for digital harmony with humanity embodies the principle of aligning technological advancements with human values, environmental and societal needs, ensuring that innovation enriches rather than disrupts the human experience. This principle is crucial for fostering a balanced approach to innovation, where technology serves as a tool for enhancing societal well-being and addressing complex challenges. By prioritizing humanized innovation, consultants can guide clients toward implementing technologies that are not only advanced but also culturally sensitive and socially responsible, fostering resilience in the face of rapid technological change and ensuring that the benefits of innovation are widely accessible and impactful.

APPLICATION

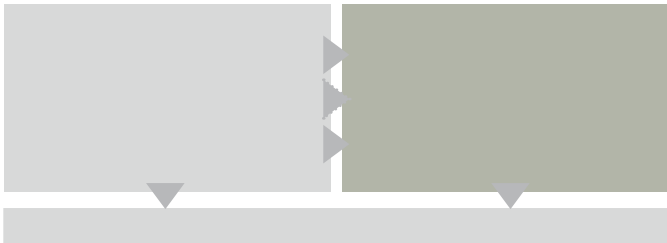
- **Ethical Frameworks:** Implement ethical frameworks and guidelines that foster development and deployment of technology solutions such as the Flourishing Business Canvas. Assist clients in cultivating a resilient mindset for the development of technological solutions, fostering long-term solutions over short-term benefits. Promote ethical considerations such as fairness, accountability, transparency, and inclusivity to ensure that technology serves the greater good and minimizes harm.

BARRIERS

- **The Lure of Technology Novelty:** There's a pervasive inclination to prioritize cutting-edge technological solutions — the 'shiny objects' — which are often mistakenly regarded as panaceas for complex challenges. This bias can overshadow the potential efficacy of simpler, time-tested solutions, creating a barrier to aligning technology with genuine human and societal values, and leading to choices that may not best serve the project's long-term resilience objectives.
- **Short-Term Focus:** Clients may prioritize short-term goals that align with market trends and immediate returns on investment, overlooking the long-term benefits of humanized innovation for resilience and societal impact.

Project Contact Interface Principles

As we delve into the project contact interface, a critical interface between innovation consultants and client organizations, it's essential to outline principles specifically designed to bolster resilience at both operational and stakeholder levels. These principles aim to directly address the unique challenges and needs identified within the project contact interface, facilitating a robust foundation for client resilience that extends well into the post-engagement phase. These principles cater to the nuanced demands of fostering resilience within the dynamic context of client engagements.



The project contact interface makes up one part of the larger organizational ecosystems, and similarly, it is susceptible to various shocks. This may include shifting priorities, technological disruptions, regulatory changes, and even socio-political shifts that can happen at any point throughout the project. By infusing resilience into this system, we not only prepare it to withstand such shocks but embed resilience deeper into the fabric of the client organization. This transfusion of resilience equips both the consulting firm and the client to maintain project continuity, remain agile, and deliver relevant solutions that capitalize on unforeseen opportunities.

These principles address various critical points within the contact engagement, including the alignment of consultancy efforts with organizational needs and aspirations, the bridging of gaps in intellectual readiness and capacity among client stakeholders, the leveraging of narrative engagement to strengthen relational communication, and the synchronization of project aspirations with success metrics that resonate with the client's strategic vision.

PROJECT INTERFACE PRINCIPLES

- **INTELLECTUAL READINESS AND EMPOWERMENT**

Cultivate project agility and enablement through learning and application

- **MASTER STORYTELLING FOR INSIGHT**

Simplify complexities through compelling narratives

- **CUSTOMIZED PATHWAYS TO UNDERSTANDING**

Tailor solutions to fit client narratives

- **ALIGN METRICS WITH ASPIRATIONS**

Establish success metrics that reflect shared goals

The principles outlined serve as a scaffold for resilience, ensuring the project contact interface is a robust conduit that channels the innovation consulting positive impacts directly into the client organization. By addressing the discovered needs within the system and focusing on tailored solutions, intellectual empowerment, narrative engagement, and modern measurement, consultants can effectively facilitate resilience at both the operational level of the project and within the broader client organization, preparing them for sustainable growth and innovation post-engagement.

Principles

INTELLECTUAL READINESS AND EMPOWERMENT

Cultivate project agility and enablement through learning and application.

Intellectual Empowerment addresses the twofold challenge of intellectual readiness: (a) the capacity to grasp and action complex insights and (b) the willingness to view familiar concepts through fresh lenses. This principle, integral for bridging the gap between current capabilities and the innovation demands, is critical in continuous learning in an organization. Consultants play a pivotal role in enhancing clients' organizational fabric, making them adept at absorbing and implementing innovative solutions. A lack of continuous learning culture can severely impede the development of novel solutions to emerging problems. By embedding leadership development and elements of learning into projects, consultants prepare clients not only to understand new concepts but to effectively apply them, overcoming barriers to innovation and change. It should also be noted that each client is at a unique position on the readiness spectrum, relating to the *Customized Resilience Pathway* principle also within this domain of the framework.

APPLICATION

- **Built-in Teachable Moments:** Fostering an innovative and resilient client organization requires efforts to embed leadership development and learning moments into project plans. Experts noted this can be achieved by incorporating training sessions into regular team meetings. Focus on the development process and key deliverable share-outs may help with ideation impact understanding and buy-in.

BARRIERS

- **Internal Capacity:** Not all consulting firms have internal subject matter experts and champions who can support and facilitate learning initiatives within their projects. Additionally, the project scope may have limitations that do not appropriately allow for the time, effort, and

training required to effectively create a bridge between the delivery of the project and project implementation.

- **Client Capacity:** Clients may lack the capacity for continuous improvement due to conflicting internal priorities within the organization. This may impact their capacity to absorb new knowledge, and effectively participate in training and development opportunities.

MASTER STORYTELLING FOR INSIGHT

Simplify complexities through compelling narratives.

Narrative engagement utilizes storytelling to simplify and convey complex insights, tackling the challenge of effective communication and mutual understanding between consultants and clients. This principle harnesses the power of creating shared narratives that transform intricate concepts into engaging stories, making insights accessible and resonating on a human-centric level. Clients often find abstract ideas challenging to integrate into their operational realities; storytelling bridges this gap. Research supports storytelling's effectiveness in overcoming communication barriers, emphasizing its role in ensuring insights not only resonate deeply but also foster genuine connection and alignment, enhancing the impact and engagement of the consultancy partnership (Sewchurran and Barron, 2008).

APPLICATION

- **Co-create the Story:** Engage with the client by encouraging discussions, questions, and feedback to enhance understanding and co-create a narrative that connects. By employing storytelling techniques to shape engaging narratives that animate vital insights and data, interviewees praised personas and archetypes as methods that facilitated a storyline aligned with client objectives.

BARRIERS

- **Cost and Time Constraints:** Consultants often face challenges due to the costs and time required within projects. This limitation may hinder their ability to allocate sufficient resources for narrative co-creation alongside project deliverables. Nonetheless, it remains crucial that a narrative is substantiated by evidence and research to enhance the credibility of the insights being communicated.

CUSTOMIZED PATHWAYS TO UNDERSTANDING

Tailor solutions to fit client narratives.

Tailored alignment emphasizes the necessity of innovation consultants dedicating time to deeply understand the client's organization, industry, and stakeholders. This foundational step, often overlooked in favor of topic area exploration, is crucial for aligning consulting strategies with the client's unique resilience narrative, culture, and change capacity. Such deep personalization prevents mis-estimations of capabilities while uncovering potential strengths and niches that can be leveraged. By aligning interventions with the client's specific context and strengths, consultants not only avoid pitfalls but also empower clients, ensuring a genuinely supportive process towards resilience.

APPLICATION

- **Collaborative Briefing Document:** At the onset of each project, utilize a client briefing document jointly completed by consulting teams and client stakeholders. This document probes into the client's cultural ethos, strategic priorities, objectives, and recent organizational shifts, ensuring the consulting strategy is rooted in a comprehensive understanding of the client's unique narrative and context, thereby setting the stage for customized, impactful solutions.

BARRIERS

- **Unclear Objectives:** During the interview phase of our research, recurring issues emerged regarding unclear objectives established during the project scoping phase. In the event the facilitation process or key stakeholders are ambiguous or poorly defined, the project may encounter difficulties maintaining focus and contributing meaningfully to the discussion.

ALIGN METRICS WITH ASPIRATIONS

Establish success metrics that reflect shared goals.

The principle of "Align Metrics with Aspirations" enhances resilience by redefining success metrics to align with both the consultant's and client's broader aspirations, addressing the disconnect between traditional metrics and nuanced project goals. This approach underlines the significance of establishing early, adaptable success metrics that integrate both qualitative and quantitative measures to capture the engagement's full value beyond financial elements. This more holistic approach to measurement fosters trust within the client organization by ensuring that success metrics reflect shared objectives, thereby validating the client's vision and efforts. Such trust is integral to resilience, as it underpins a collaborative culture primed for adaptability. Concurrently, these comprehensive metrics bolster the agility of employees, equipping them with clear and meaningful goals that encourage nimble responses to change and fostering an environment where innovation is both recognized and rewarded. In doing so, the framework facilitates a more resilient organizational structure where agility and trust drive sustained progress and adaptability.

APPLICATION

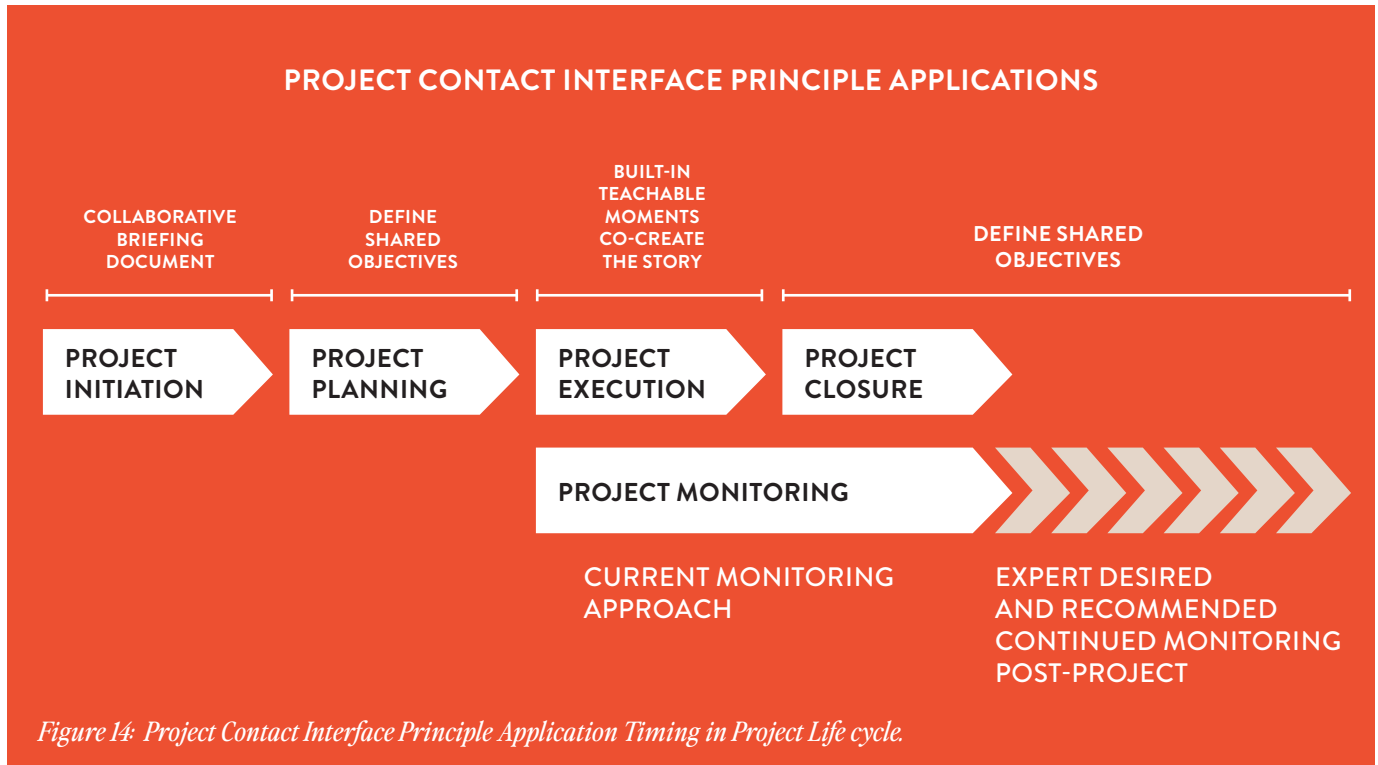
- **Define Shared Objectives:** Collaborate with stakeholders to build in time throughout the project to redefine success metrics that align with both the consultant's and client's broader aspirations. Ensure that these metrics integrate a triple bottom line approach - profit, people and planet (Miller, 2020) to the value of the engagement and facilitate future measurement to effectively monitor the innovation initiatives resilience ability. Experts expressed this as the desired state they strive to achieve in their projects.

BARRIERS

- **Long-Term Evaluation Constraints:** The lack of long-term monitoring post-project, which interviewees often describe is absent from the field. Monitoring typically ceases with project closure, despite many innovation initiatives requiring considerable time to yield results.

As innovation consultants incorporate the Project Contact Interface principles across the entire project life cycle as seen in Figure 15, they culminate with the newly added extended monitoring phase post-project as recommended by our expert stakeholders to account for the challenges in measuring impact effectively in the current model.

This holistic approach, as depicted in the visual mapping, ensures that resilience-building efforts are integrated at every juncture, compounding their effectiveness and ensuring continuity beyond the traditional endpoint, promising a lasting impact on the client’s capacity to adapt and thrive amidst challenges.



Framework Conclusion

This Resilience Framework launches a practical pathway for innovation consultants to instill and amplify resilience within their firms and client relationships. By embedding these principles into daily practice, consultants will see immediate enhancements in adaptability and long-term strategic fortitude. The framework is designed to be a starting point, encouraging thoughtful application and an empathetic approach to building resilience. The benefits are clear; stronger, more agile organizations that can weather change and innovate persistently. As consultants adopt and adapt these guidelines, they will not only bolster their immediate resilience but also likely inspire enduring transformation across the industry, setting a resilient course for the future.

Further Considerations

The current research, while comprehensive in its exploration of innovation consulting principles and project contact systems, faces several limitations:

- **Lack of Client Perspective:** The research primarily focused on the consultancy-client dynamic from the perspective of consulting organizations without extensively exploring or hearing from the vast diversity within client organizations themselves. Future studies could benefit from a closer examination around the client experience and how their distinct organizational system operates as well as of their perspective of the project contact system to better refine principles and see how these principles apply to clients of varying sizes, cultures, and industries.
- **Quantitative Validation:** This research is predominantly qualitative, based on expert insights and secondary research. There's a limitation in the lack of quantitative data to validate insights gleaned and to assess the effectiveness of the proposed principles across a broader spectrum of consulting engagements.
- **Global Cultural Considerations:** As mentioned previously, the global nature of innovation consulting necessitates a deeper understanding of cultural differences in consulting practices. This research may not fully capture the complexities of cross-cultural engagements, indicating a need for more globally focused studies. The exploration of principles within the realms of innovation consulting and project contact systems has illuminated several areas ripe for future research in an effort to continuously refine, learn, and ultimately make the principle framework as resilient as possible:
- **Practical Application of Principles:** Future research should focus on the practical application and iterative refinement of the principles within real-world consulting engagements. This involves piloting the principles, observing their effectiveness, and adjusting based on feedback to enhance their relevance and applicability for innovation consultants. A hands-on approach will bridge the gap between theory and practice, providing actionable insights for consultants striving to build resilience within client organizations.
- **Expanding Validation Across the Innovation Consulting Community:** Broadening the validation process to include a wider range of innovation consultants can strengthen the principles' robustness and adaptability. Engaging a diverse group of professionals for feedback and validation ensures the principles are tested across a spectrum of consulting scenarios, enhancing their utility and impact in fostering resilience in client organizations.

Research Conclusion

In this exploration of resilience within innovation consulting, we've only begun to unveil the vast potential for transformative change. As we chart a course towards a more resilient world, we identify organizational resilience as a pivotal starting point—a place where, as innovation consultants, we can make a significant impact. By implementing the principles outlined in this research, we aim not just to conceptualize intentional solutions but to actualize them, enhancing the resilience of businesses and, by extension, their stakeholders and communities.

This mission to build resilience is not merely aspirational; it's foundational to our success and that of our clients. It's in the contact systems between consultants and clients that we find the fertile ground for seeding resilience, emphasizing its importance not only within our firms but across the broader business landscape.

We hope these principles inspire innovation consultants to prioritize resilience, not as an afterthought but as a fundamental pillar of their strategy. In doing so, we can collectively embark on a journey towards creating more resilient organizations, resilient individuals, and ultimately, a more resilient world.

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Appendices:

Appendix A: Interview Discussion Guide

Topic: Building Resilience in Innovation Consulting

Purpose: Investigating the experiences, practices, methodologies, and insights of experts in the innovation consulting industry

Process: 60-minute semi-structured interviews with innovation consultants

Participant Criteria

Participants must have a minimum of 5 years' strategic role experience within an innovation consulting company and must currently be working or have worked in the industry within the past 2 years. We're inviting all ages, genders, and locations to promote diversity, reduce bias, and enhance decision-making. No specific exclusions apply.

Discussion Guide

Pre-Interview:

Before beginning the interview and recording, discuss the following with the interviewee.

CONSENT

Before we begin, I'd like to confirm that you have received, read, and signed the consent form for this interview. (Ensure the consent form is collected.)

Did you have any questions regarding anonymity, data storage and/or withdrawing from our research project?

RECORDING PERMISSION

I would like to record this interview with your permission to ensure we capture your insights accurately. The recording will only be used for this research project. Can we proceed with the recording?

INTRODUCTION

I'd like to begin by introducing ourselves <proceed to introduce interviewers, role within the project, the introduction of OCAD SFI program>.

THANK YOU

Thank the interviewee for their time and agreement to participate and lend their expert opinion.

RESEARCH PURPOSE

Introduce the purpose of our research: to explore the principles of responsible innovation consulting practices that contribute to building resilient organizations. Our primary research question is: "What are the responsible innovation consulting practices that foster organizational resilience?"

INTERVIEW FORMAT

This interview should take about 60 minutes and will be a semi-structured, discussion-based conversation. While I have some prepared questions, I'm also open to follow-up questions and discussions that may arise during our conversation.

RIGHT TO WITHDRAW - *Only cover if questions arise from above*

Remember, you have the right to stop the interview at any point or request that your interview be removed from the research project no later than November 15, 2023.

ANONYMITY - *Only cover if questions arise from above*

All personal data will be anonymized. If we quote any of your remarks in the final report, we will not include your name or your organization's name. Any company names mentioned throughout this interview will also be anonymized to ensure privacy and confidentiality.

DATA STORAGE - *Only cover if questions arise from above*

All raw data from this interview will be securely stored using OCAD's secure servers (OneDrive) in accordance with data protection regulations.

If the interviewee agrees with the terms above, you can begin the interview.

Introduction:

Please introduce yourself, share your role, and explain your experiences in innovation consulting.

Probe more for the size of firms, types of projects/challenges being solved. Record if possible:

Team size:

Team composition:

Project types/objectives:

Average client organization size:

Industry focus (if applicable)

Understanding Innovation Consulting:

Can you describe your firm's typical process and methodologies in an innovation consulting project?

Probe: Are these predetermined or company recommended?

Probe: [IF FORESIGHT IS MENTIONED] What determines when to consider using foresight?

How do clients react to these recommended methodologies?

Probe: What principles or philosophies are used during this process?

When you are starting these programs, what do you hope for?

What does success typically look like for one of your projects?

Listen for both - do they think of success from a firm perspective, organization/client perspective, or society perspective

Listen for - Is it a formalized process? When are they assessing?

Can you tell us about a successful project?

What about a project that hasn't been successful? What happened?

What do you WISH success was about when you consult?

Listen: Try to listen for concepts of resiliency

Challenges and Opportunities:

What other challenges do you face during an innovation consulting project?

Listen for: directly impacted by your internal team, indirect challenges that were faced when working with clients (i.e. relationships), indirect challenges observed that their clients faced

[PROBE IF MENTIONED]: listen for building connections and relationships between people or inability to be flexible within constraints

Can you share any experiences where an unexpected event or disruption significantly impacted the project?

How did your team respond? How did the client team respond?

Listen for the inability to be flexible within constraints or when disrupted - [ASK IF MENTIONED] WHY weren't they able to?

In a changing world, does your client feel equipped to adapt to those changes?

Listen for clients not knowing how to adapt or confront changes around them

[ASK IF MENTIONED] What limits that?

[ASK IF MENTIONED] Is that within your scope of work?

Resilience Responsibility in Innovation Consulting:

Can you talk about what organizational resilience means to you or is defined at your firm?

Come prepared with our working definition of organizational resilience in the context of our research

Is this a term used often or at all in your practice?

How does your firm incorporate resilience concepts [OR USE THEIR TERMS - i.e. long-term success] into its innovation consulting work?

Listen for Any considerations within the proposal phase, project design, during, or post-project.

Can you share an example where your project helped contribute to organizational resilience [OR use their word]?

Final Thoughts / Conclusion:

Is there anything else you'd like to share that we haven't touched upon?

Thank you for your time and valuable insights.

We will share our final research paper, projected to be completed within Q2 2024.

Appendix B: Workshop - I Like, I Wonder, I Wish Adapted from the Hyperisland Toolbox (Hyperisland.com, 2024)

Process

Encourage constructive feedback on design, implementation, and use of framework principles

Process: 3 hour in-person workshop moderated by researchers

For example:

- "I like how we broke our team into pairs to work."
- "I wish we would have met to discuss our plan before the user testing."
- "I wonder how we might accelerate our process if we got new team members up to speed with a hack-a-thon?"

Topic

Choose a topic for feedback. This could include things like:

- On a prototype you've just created
- Design work (a design, marketing materials, concepts, a workshop idea, etc.)
- A purpose, vision, or strategy
- Workshop and meeting feedback
- Feedback to each other.

Step 3:

Write: I Like, I Wish, and I Wonder

Depending upon how you will structure it depending upon your group size - either at tables of @6-10 (if you are working with a large group) or in the whole group if it's a smaller group...

Allow each participant 3-5 minutes to fill out one sticky note for each heading.

Step 4:

Speak your Feedback and place it under the appropriate heading

Give each person about a minute to speak their feedback.

Have each person verbalize their feedback one-by-one as they place it on the flip chart(s) or virtual whiteboard - under the appropriate heading.

- Either at each table of @ 6-10 people (for larger groups), or on the main flip chart(s) - if working with one group.
- Online instruction: either work on a virtual whiteboard in each breakout rooms (ie: create frames [a board] for each group) in breakout groups of @6 people, or if a smaller overall group, use one main virtual whiteboard.

Feedback is best given with I-statements - it has us own our own perspective, rather than putting it on the other person.

Specifically this simple tool empowers open feedback.

- "I like" is a starting point for what went well or what is positive about an idea.
- "I wish" is a starting point for what could be done differently /improved
- "I wonder" can be a starting point for questions that are still unanswered, and ideas.
- "I wonder" heading could also be called "What If

Step 5:

TIPS

- Whomever is receiving Feedback - ONLY receives their feedback - no conversation or explaining back to the feedbacker.
- A simple “thank you” to the feedbacker works well.
- Note words and phrases that stand out - as they may help generate ideas for the next iteration of your process.
- This is not a time to defend or challenge the feedback. You can ask for clarifications and engage in further discussion at a later time.

Step 6:

Synthesize the feedback

- What can be improved?
- What works well?
- What are the next steps?