

talking about innovation does not make you innovative



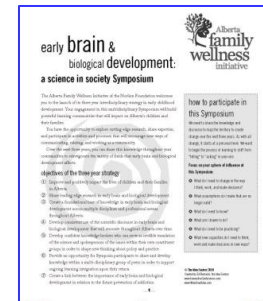
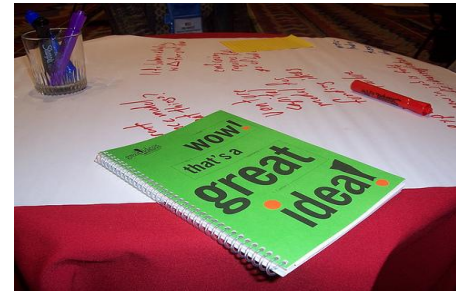
Ed Bernacki
The Idea Factory

www.wowgreatidea.com
info@wowgreatidea.com



Talking about Innovation does not make you innovative

- The public sector can 'walk the talk'
- What makes you innovative?
- Do all people think alike?
- Turning your Insights into actions



WowGreatIdea.com
InnovativeConferences.com

How do these programs compare?

Ideas are needed for all programs ...
what kind of change is needed?

Better

Fix

Improve

New

Different

Continuous Improvement -----

(Lean Thinking)

----- **Total Quality** -----

----- **Innovation**

Business Excellence Programs
Designing Thinking - Experience

Challenge: Design a toilet to use 60 to 70 percent less water.

To prompt new thinking...

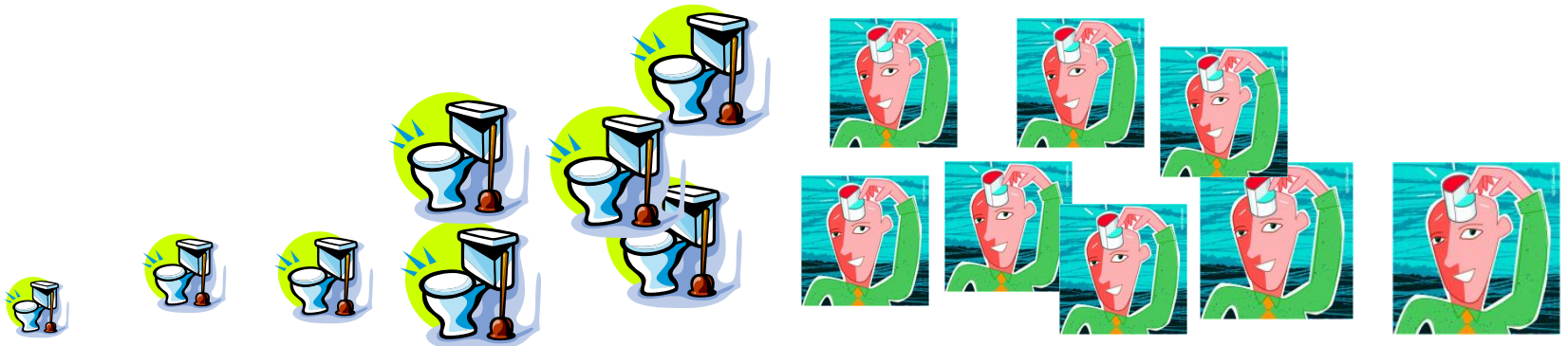
What **assumptions** are implicit in the design of our current toilets?







Challenge: Design a toilet to use 60 to 70 percent less water.



Adaptive style ideas



Innovative style ideas

Improvement: Better

Innovation: Different

Adaptive ideas are better Ideas:

Innovative ideas are different Ideas

Old 11-13 litre, new 6 litre

6 / 3 litre

4.5 / 3 litre

What makes *innovative* organizations *innovative*?

How do you measure "innovative"?

SPECIAL REPORT GET CREATIVE!

creativity, constructing maps showing opportunities for innovation.

When creative mojo gets going, it can explode into innovation. An example: the mundane mop. Cleaning used to be done with mops and water. Design Continuum Inc. in West Newton, Mass., researched cleaning for P&G and observed that water tends to slop dirt around, while dry rags pick it up (thanks to electrostatic attraction).

tion). Ergo, the Swiffer. In the design-speak of the Creativity Economy, this is paradigm shifting. Design Continuum helped P&G shift the cleaning paradigm. Now the Swiffer may become P&G's newest \$1 billion brand.

Think out-of-the-box consumer experiences, and you get the idea of paradigm shifting. Old paradigm: corner coffee shops. New paradigm: Starbucks. Old:

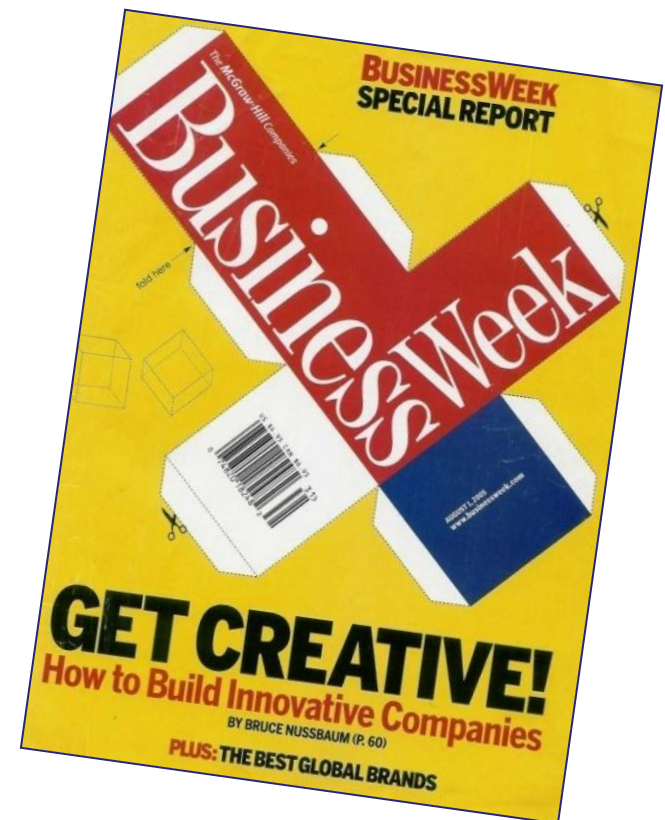
radio. New: satellite radio. Old: crowded electronics stores. New: Apple Computer stores. Old: grungy, smelly circuses. New: Cirque du Soleil. Old: any airline. New: JetBlue Airways. Old: Macy's. New: Target. Old: Earth-toned Birkenstock sandals. New: colorful beach "Birki's."

The evolution of the economy toward creativity has been underway for some time. Steve Jobs, of course, has turned Apple into

Top 20 Innovative Companies in the World

2005 poll of 940 senior executives in 68 countries by Boston Consulting Group

COMPANY	RESPONSES	WHY
APPLE	24.84%	Delivers great consumer experiences with outstanding design ; steady flow of new ideas that redefine old categories, such as music players; continual evolution of business model and brand.
3M	11.77	Strong internal culture of creativity with formal incentives to innovate. Results in a high success rate in turning ideas in health care, industrial components, and other areas into profitable products.
MICROSOFT	8.53	Strong management pushes continuous improvement of products , expansion into new markets and rapid strategy changes when necessary.
GE	8.53	Management practices that are ahead of competition , along with strong training, are allowing CEO Immelt to reinvent GE's business model and culture to promote innovation.
SONY	5.94	Understands the importance of media convergence ; creates new user-friendly electronic products with great design.
DELL	5.62	Superior business-process model built on ruthless cost-cutting and innovations in supply-chain management.
IBM	5.29	Wants to use its powerful IT base to solve customers' problems and even run their businesses.
GOOGLE	5.18	Steady stream of new tools and services provide simple solutions to complex problems. Dominates online search and is growing fast in advertising; strong connection with customers.
P&G	4.21	Continuous product innovation based on understanding of changing consumer lifestyles . In a switch, now seeks outside partners for new expertise, ideas, and even products.
NOKIA	4.21	Sharp design, changes models rapidly, and adds features effortlessly, based on a close reading of customer desires in the emerging mobile lifestyle.
VIRGIN	4.00	Reframed air travel as a lifestyle brand and extended the brand into retail stores, cell-phone service, and other products; takes risks; attacks weak spots of traditional service providers.
SAMSUNG	3.89	Catches the pulse of the consumer ; good design; understands emotion; moved from commodity producer to brand leader; generates a flow of new products from cell phones to stunning flat-screen TVs.
WAL-MART	3.24	Uses supply-chain and logistics superiority to move into new markets and product areas. Data mining tracks customer preferences on a daily basis, contributing to fast growth despite its size.



Manufacturing R&D

Investing for future ideas, processes and profits





Industry
Canada Industrie
Canada

Canada

The Innovation in Canada Website has been archived.

An [archived version](#) of the Innovation in Canada Website is available for historical purposes in the [Government of Canada Web Archive](#) which is maintained by Library and Archives Canada.

Date Modified: 2008-11-24

Le Site Web L'Innovation au Canada est maintenant archivé.

[Une version archivée du Site Web](#) L'Innovation au Canada est disponible à des fins historiques aux [Archives Web du Gouvernement du Canada](#) et entretenu par le biais de Bibliothèque et Archives Canada.

Date de modification :
2008-11-24



A problems:

The **project, program or problem** you want to solve, create, develop or manage.



B problem:

managing the process

How you **manage and engage** people to solve the 'A' problem.





A problems:

The design of your program



B problem:

managing the process

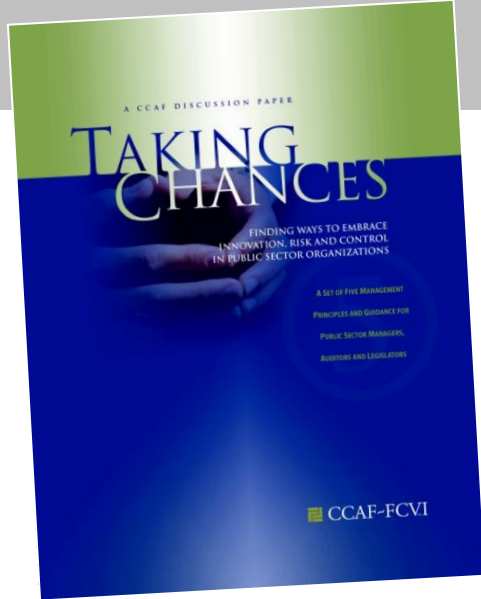
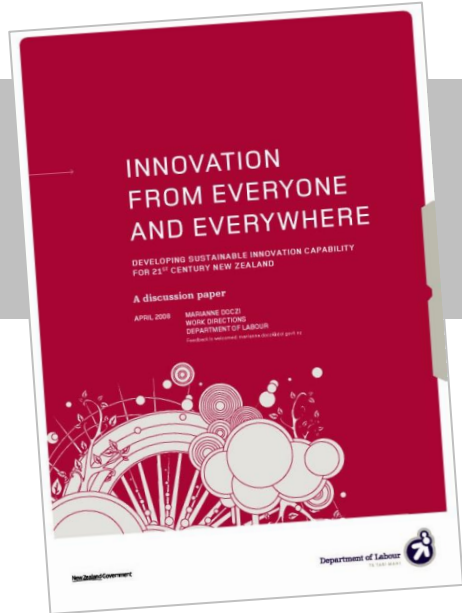
Communication plan

Staff tools and skills to
get results

Opportunities to
communicate and
create solutions



Innovation strategy: Opportunity



Singapore PS 21
"Changing the Way
We Think"

Empowering
change:
Fostering innovation in
the Australian
Public Service

Innovation strategy: innovation opportunity

Victoria Department of Sustainability and Environment Strategy and Innovation Unit

- Help internal divisions develop new strategies by acting as internal strategy consultants offering facilitation support
- Improve the corporate planning and performance monitoring framework
- Develop a ‘culture’ of innovation in terms of...
 1. creating opportunities to promote innovation;
 2. growing organizational and individual capacity to innovate; and
 3. launching new initiatives to improve the department’s ability to generate and implement new ideas.





Queensland State Ombudsman

Innovation strategy focused on three challenges:

- 1. People innovations** - to build engagement and improve the way people work together and with clients
- 2. Social innovations** - to improve relationships between people
- 3. Business innovations** - to improve internal processes to enhance services

Canadian Food Inspection Agency:

HR Process Lab

Innovation strategy:
opportunity

Objective: identify day-to-day process improvements and longer term challenges.

Innovation Experiments:

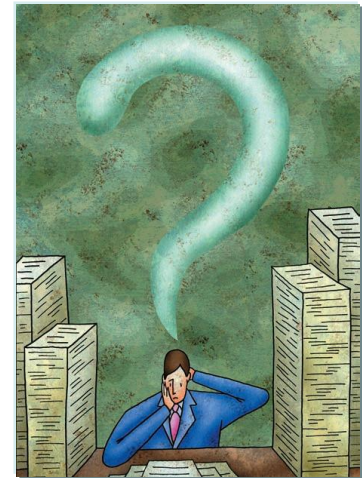
Managers can try new HR processes.

Advisors advise on risks, pros and cons

Invention Sessions:

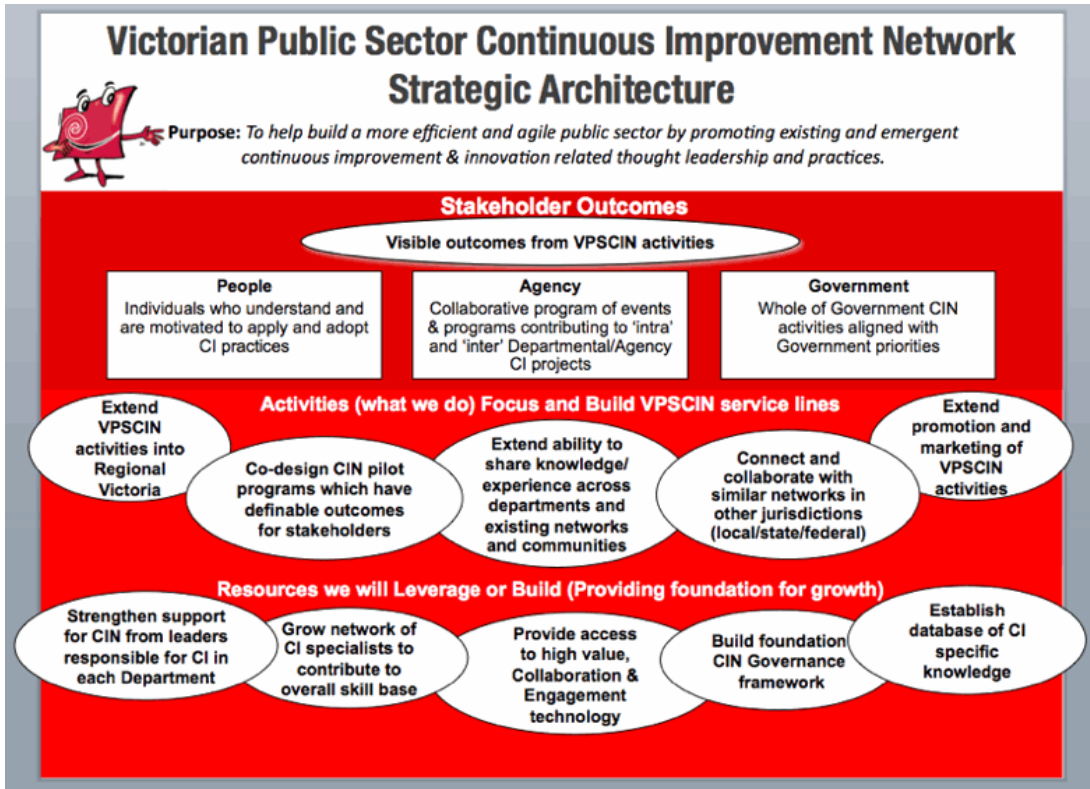
Opportunity for people to brainstorm new ideas for HR management.

Ideas are shared - best practices can be used by others and to further an innovative culture.



Innovation strategy:

skills motive
opportunity





Total Quality Service Team

Team of six - internal 'R&D'
type focus on:

- Deciding on strategic implication of Baldrige Award versus ISO
- Creating new business opportunities / services

TQS Manager's Guide:
changing the way we work

About TQS
Impact of TQS on you
TQS tools, techniques and
resources
Customer Service Values
Quality Decision Making

Singapore Ministry of Defense / Air Force



Our pursuit of innovation is built on four principles that guide and motivate all of us to work towards our goal of greater innovation.

Roadmap to Innovation

The roadmap for individual and group excellence shows the pathway to produce new ideas that lead to innovations. You can use its various programmes to help you along the way.

Acknowledgement

To nurture greater innovation, managers must enthuse, entice, enable and empower people to be innovative. People want to be acknowledged for their initiatives. They deserve it.

Communication

We communicate through our actions, in our conversations and in our leadership. Innovation is important to our future. Encouraging greater innovation takes communication.

Enable Excellence

To innovate and excel, you can access training, skills and knowledge. Networks of people will be in place to support those who are creative and innovative. Get involved.

Singapore Prime Ministers Office

“Changing the way we think”

“To build our innovation capacity we must focus on creating a culture that supports new thinking.

For individual public officers, we can provide essential training to enhance their capacity to innovate.”

Skills framework:

1. Generating ideas
2. Developing ideas
3. Judging ideas
4. Communicating ideas
5. Turning ideas into actions
6. Team learning

Innovation strategy:
skills





Government of Canada Employee Innovation Program

The **Employee Innovation Program** aims to find creative and practical ideas that lead to savings or improved services. The goal is to encourage employees to identify savings and/or more efficient ways to deliver services.

- Proposals must be successfully implemented for 6 months.
- The award is 10% of the savings measured in the first year of implementation, up to \$10,000.
- Recognition awards may be given where cost savings cannot be determined.

What makes you innovative when you...

- Solve problems,
- Make decisions, and
- Deal with change?

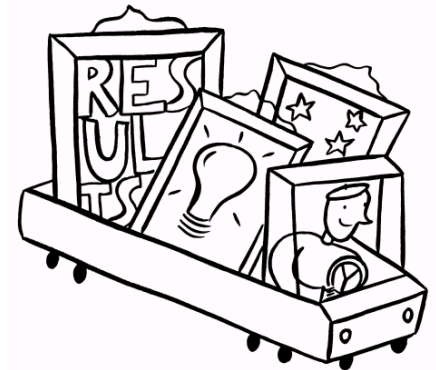
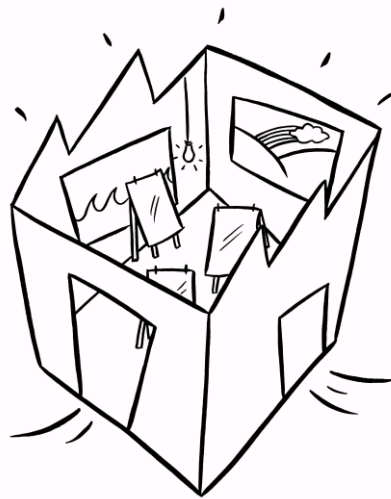


...Yet how do we solve problems now?

1. We often get the definition of the problem wrong the first time
2. We too quickly jump to a solution based on 'experience'
3. We fail to notice downstream spin-off problem
4. We tend to select the first 'minimally acceptable option'



Creating opportunities to innovate: Turning meetings into 'idea' factories





Raw Materials for your idea factory

1. The Challenge
2. Expertise & knowledge
3. People
4. Time
5. Location

The “challenge”

What are you trying..

...to create?

...to achieve?

...to bring to life?

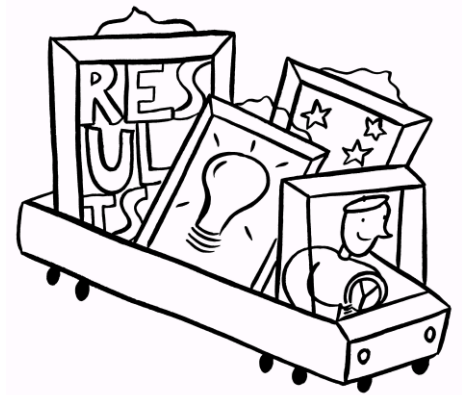
...to solve?

You need to ship a result!

Possible Results:

What type of solution do you need?

- New strategies
- New process or service concepts
- New way to manage people
- An action plan



Thought leadership

Do people think alike?

Thought leadership

Do people think alike? No. Yet do we manage people as if they do?





Adaptive style

Focus on doing things **better**

Characterized by ...

- Precise, methodical thinking; concerned with resolving problems not finding them.
- Prefer solutions that are “tried and true”.
- Produce a few sound, safe ideas for prompt implementation.
- Using “rules” to solve problems.

an adaptive thinker

“Mick would be a mum. He has to get up in the morning with a plan: who he’s going to call, what he’s going to eat, where he’s going to go.”



Keith Richards commenting
on Mick Jagger



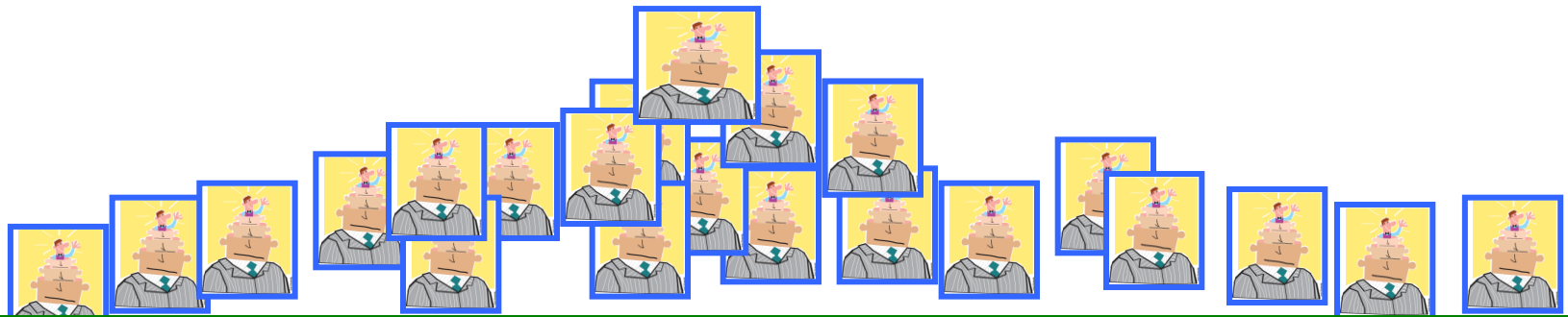
Innovative style

Focus on doing things

differently

Characterized by...

- Often test assumptions and reject the accepted perception of problems.
- Little respect for past approaches.
- Often seen as undisciplined: go off on tangents.
- Often seem confident when generating ideas, not needing consensus when opposed.
- Break “rules” to solve problems



Adaptive thinking style ← - - - - - → Innovative thinking style

Build consensus. Want to fit in.
Prefer working within the rules.
Prudent.
Prefer thoroughness and attention to detail
Use goal setting, make lists.

Sometimes don't care about consensus. Often the outsiders.
Less concerned with rules and norms. Conceptual thinkers.
Spontaneous, open to change (for the sake of it).

*Ideas **need** action*

*Ideas **are** action*

Implications of cognitive style

Working with your style

1. What challenge are you facing?
2. What type of idea strategy / solution best solves the challenge?

Adaptive solutions: better ideas

Innovative solutions: different ideas

Collaborating effectively on teams as people do not think alike

Managers matching cognitive style to the challenges best suited to that style



What innovators hear at job performance reviews:

You always find the flaws, always critical...

You think too much...

You go off on tangents

You're not a team player.

You're a loner.

Great at coming up with ideas - you can't deliver on your ideas



"Oh, I had some good ideas in my day. It's my follow-through I had trouble with."

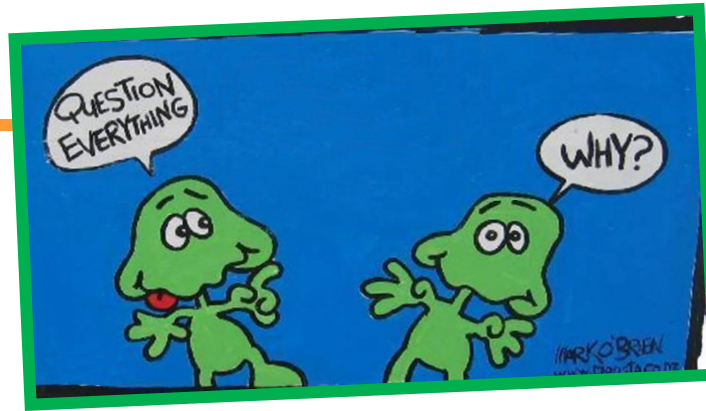
Managing the more adaptive thinkers...



“I was made to feel stupid when I asked them to clarify the instructions...”

I just wanted to understand what they wanted me to do.”

Who has the...



‘good attitude’?

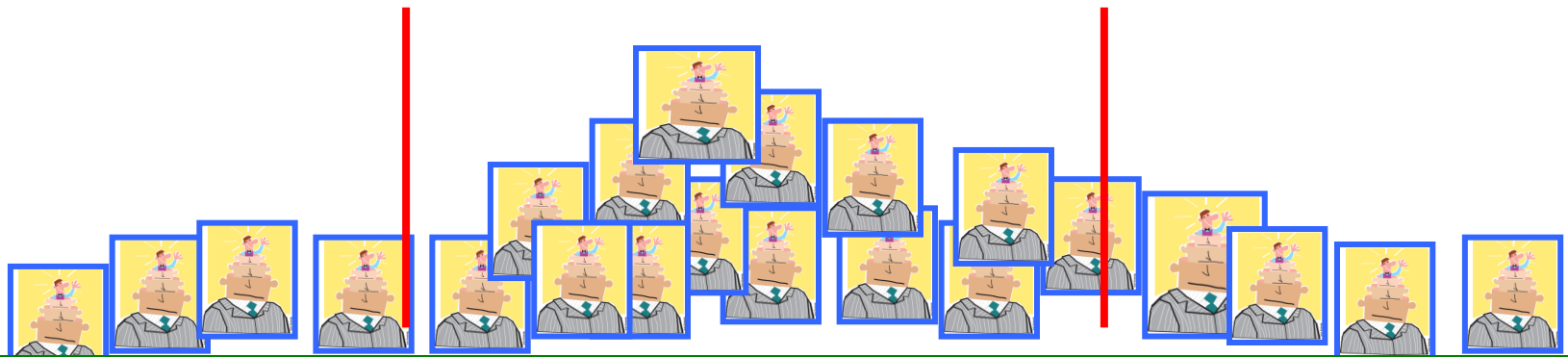
Paradox: who has the bad attitude?

Who defines 'risk'?



If people do not think alike, how does this impact perception of risk?

1. Adaptive risk: change to the status quo is risky
2. Innovative risk: not changing the status quo is risky



Adaptive thinking style ← - - - - - → Innovative thinking style

Staff engagement: key to innovation

Research among many organizations finds:

33% of employees are fully engaged

18% are disengaged

49% are somewhat disengaged

Are adaptive thinkers any more or less engaged than innovative thinkers?

1. Do people stop engaging for the same reasons?
2. How can we shape programs to focus on these differences?

Think like an artist:

Manage your ideas

1. Insights

2. Ideas

3. Opportunities

4. Actions

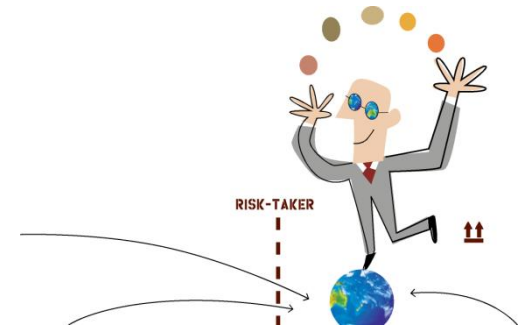


Insight...

*“This is a
really ugly
Christmas
Card”*



Start with **insights**

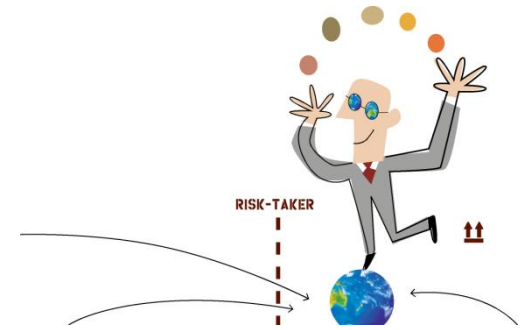


work to find great **ideas**

create the **opportunity**

define the **actions** to act.

‘That’s interesting....’



Select one insight from today...

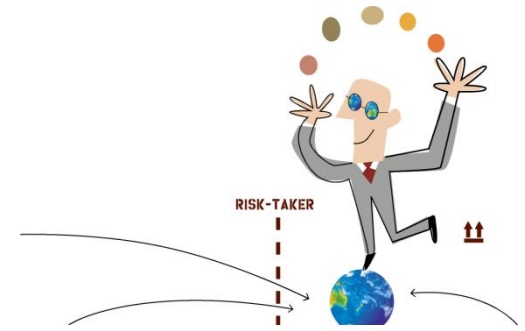
What intrigues you?

What have you noticed or become aware of?

Convert it into an idea...“wouldn’t it be great if...”



Ideas...



Creating great ideas

What is the idea?

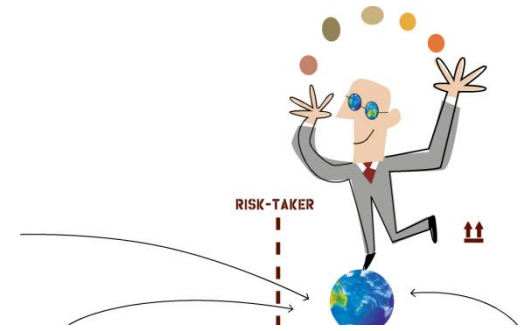
Write it out. Explain it.

Does it serve a purpose ?

Judging your idea: is the idea great / weak?



Opportunities...



Create the full potential of the idea

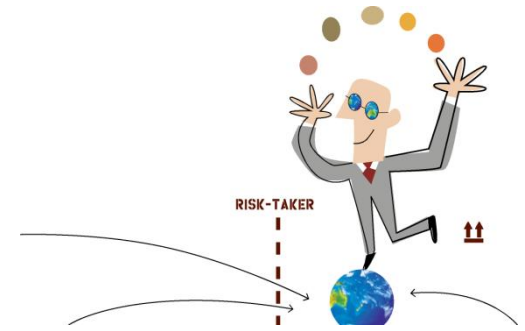
Find options to add value.

Push the thinking...

Enhance each option.

Create a full concept.

Actions...



Strategies & tactics

Three things to start now
.....
.....
.....

Managing the risk of new opportunity

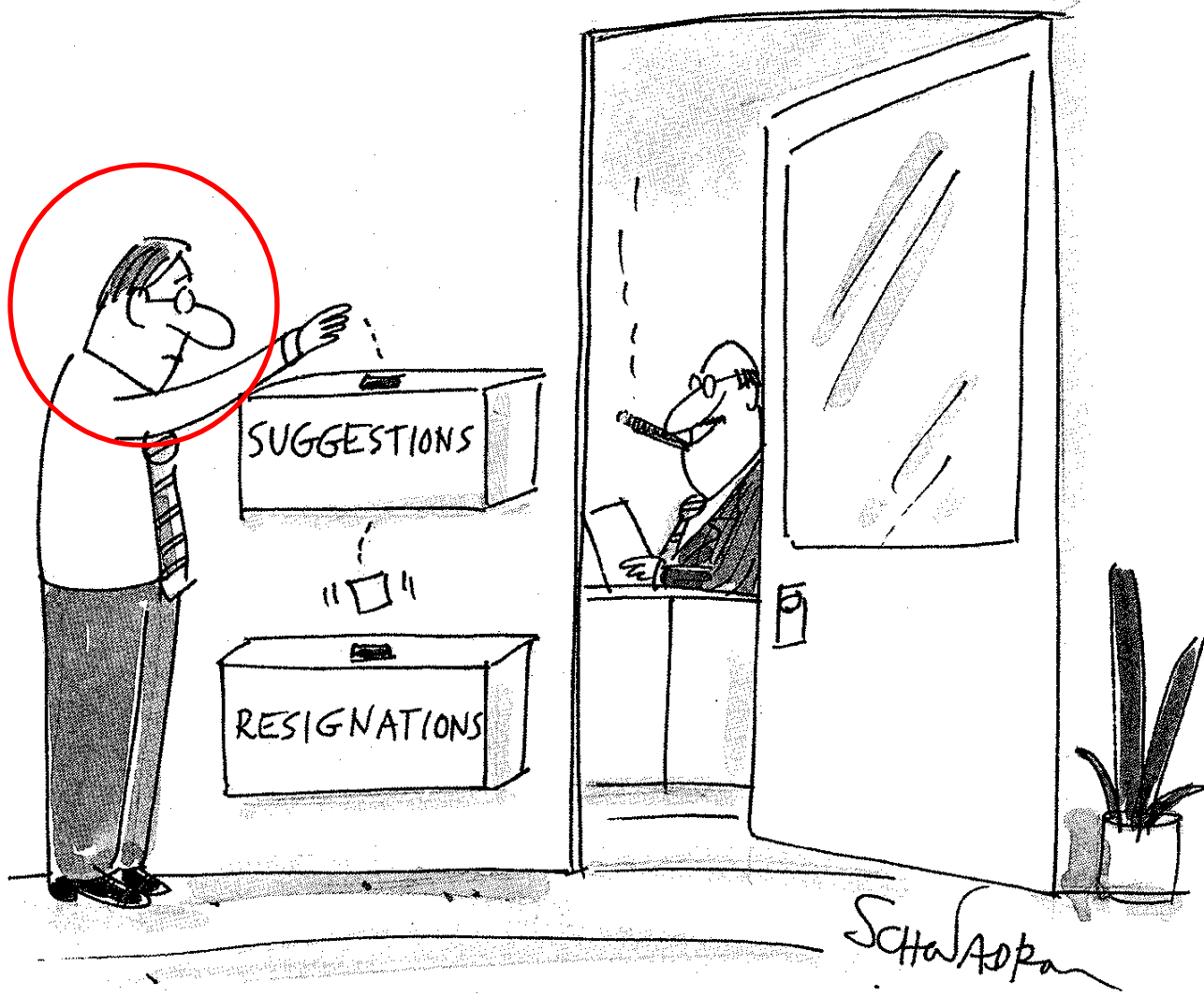
Three things to prevent failure
.....
.....
.....

Managing the risk of new uncertainty

Tapu tapu whenua

‘Earth from a distance
and link to the Maori
and their relationship
with the land’



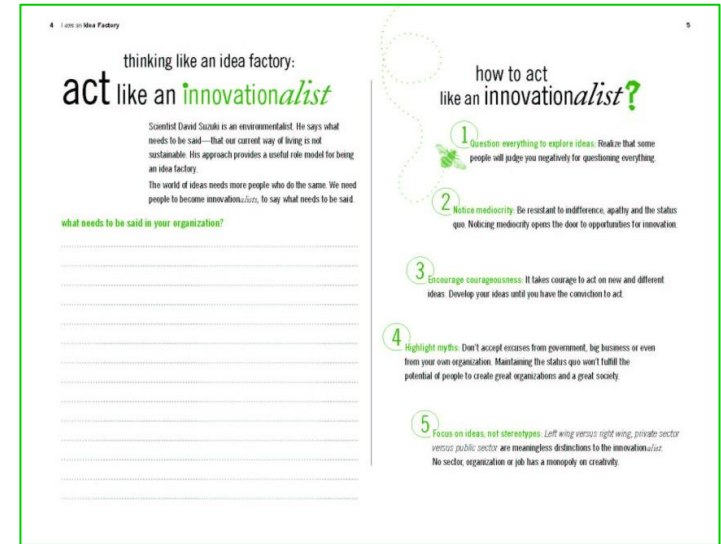


‘homework’ page to review



Idea Factory workshops

1. Do people think alike?
2. I am an Idea Factory!
3. Idea Factory strategy workshop to develop your capacity for quality and innovation



Ed Bernacki
The Idea Factory

