

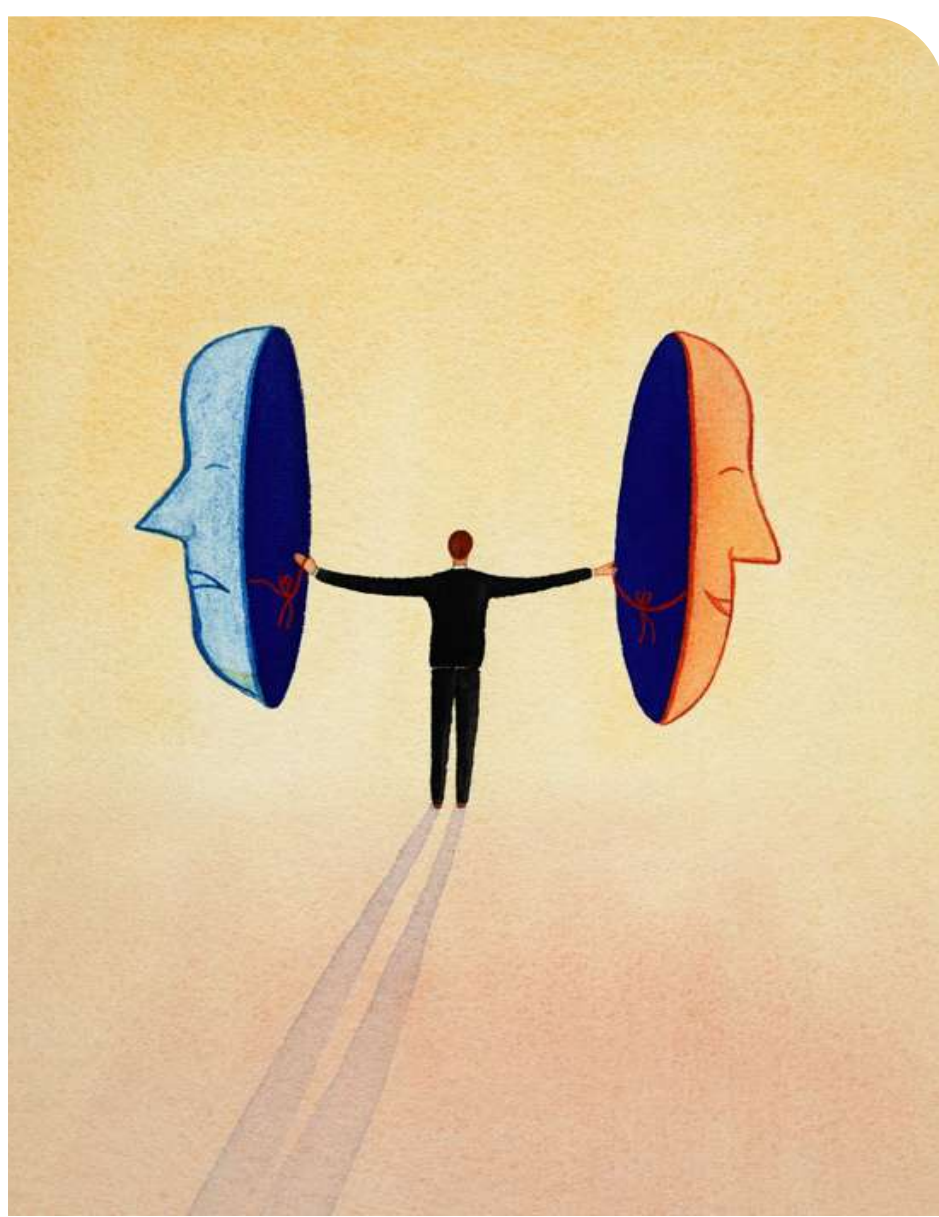
Enabling Innovation Today and Tomorrow



Myths about innovation

There are myths about innovation
that must be demystified
in order to put innovation into
the hands of every person

“Creativity is
the same as
innovation”



Myth #1

Creativity and innovation have distinct meanings that provide clarity when used wisely.

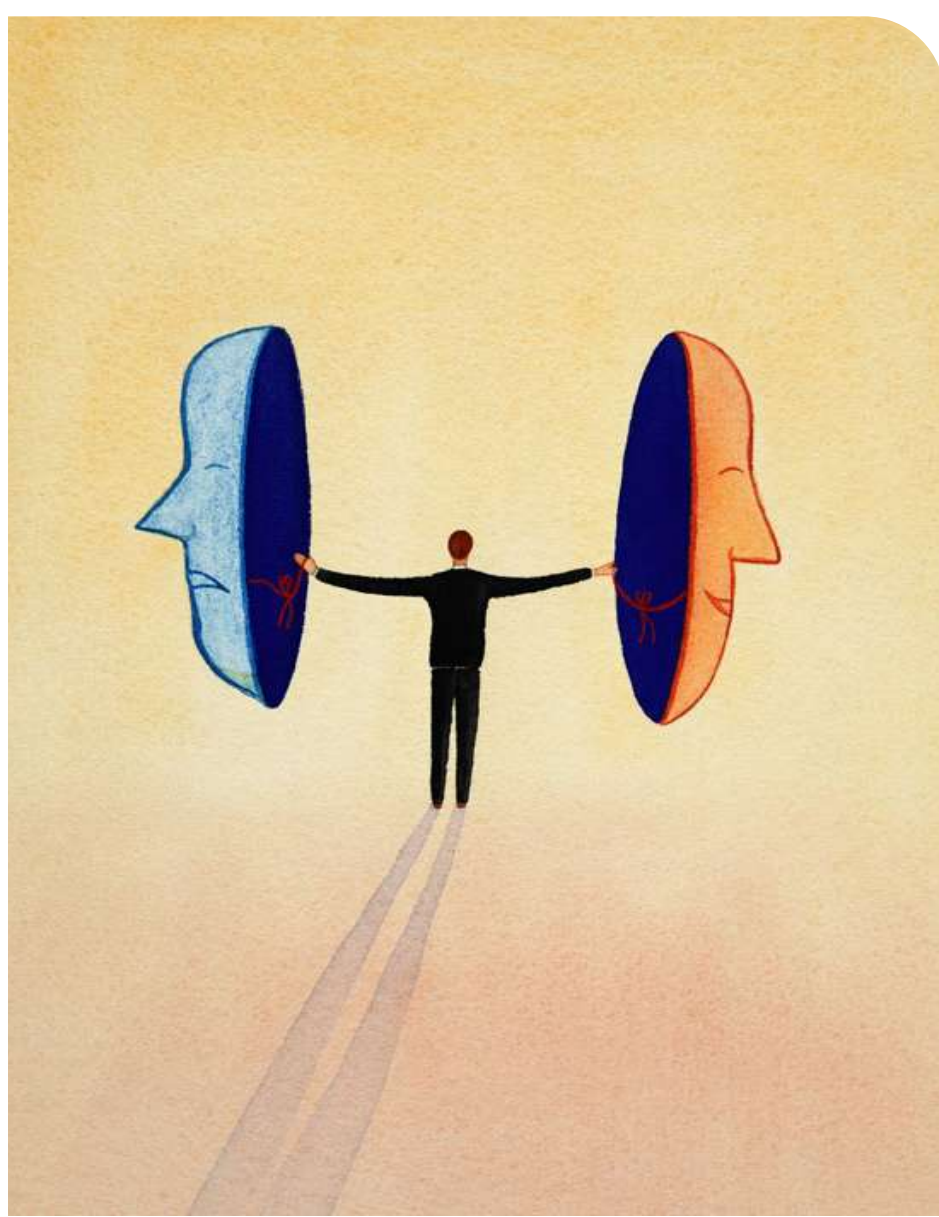
Creativity means coming up with new, original ideas.

Innovation means putting those ideas to work and generating a benefit.



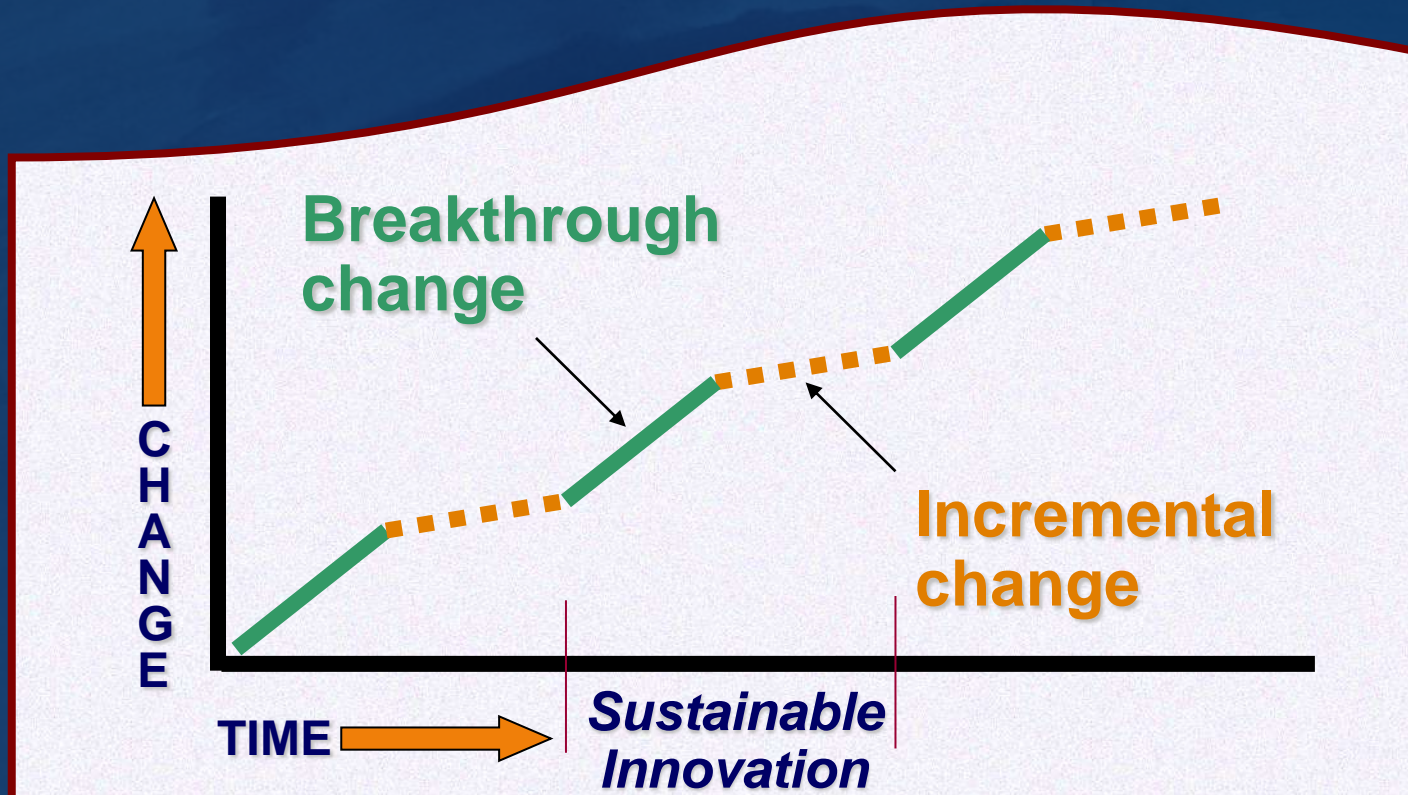
Creativity - Innovation

“Innovation
only means
breakthroughs”



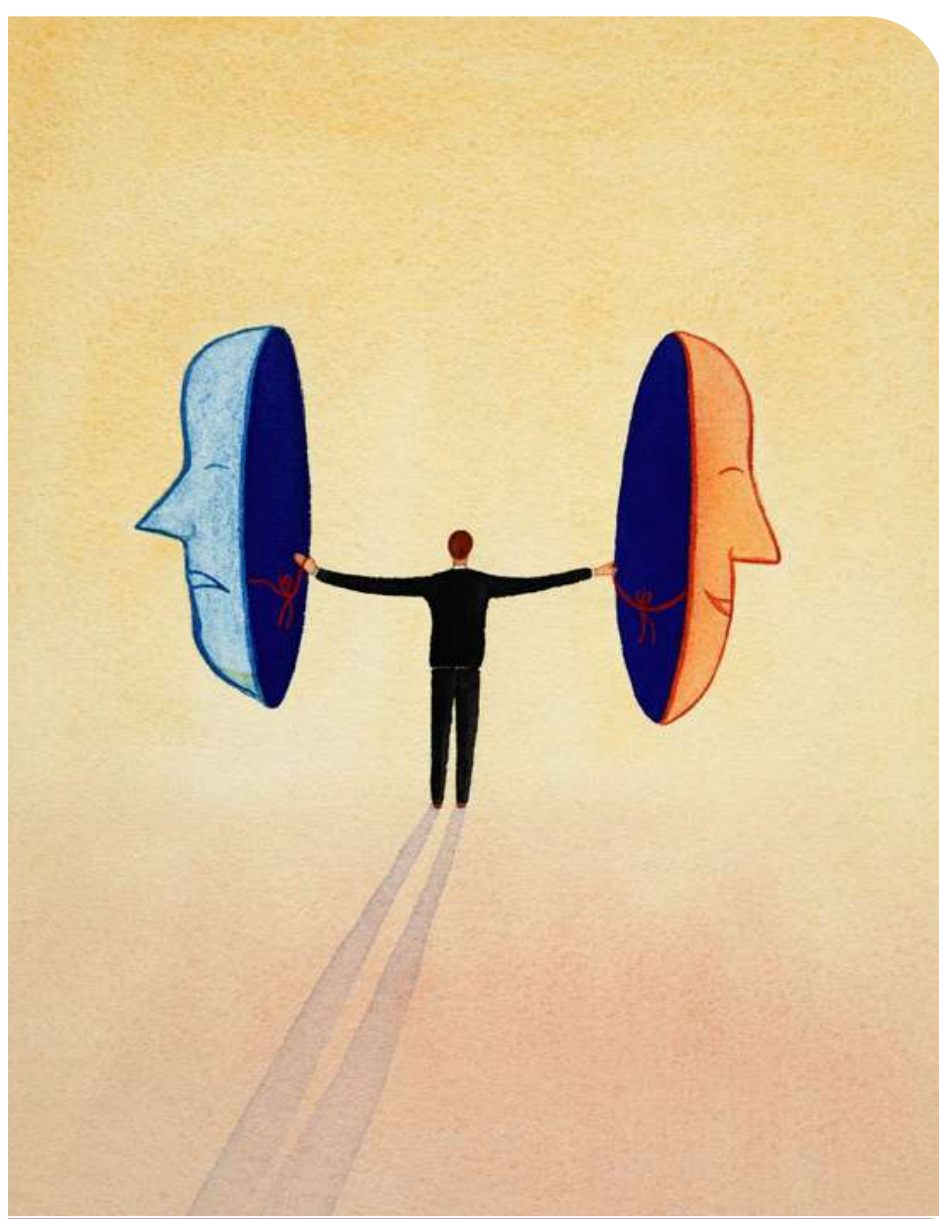
Myth #2

Innovation can produce two distinct degrees of change: *revolutionary-breakthrough* and *evolutionary-incremental*. Both are needed in the cycle of sustainable innovation.



Sustainable innovation

“Innovation only
means new
technologies,
products and
services”



Myth #3

No matter what kind of work you do, you can do it innovatively

Top-Line	Mid-Line	Knowledge	Organization	Stakeholder
<ul style="list-style-type: none">▪ New products and services▪ Technologies▪ Design▪ Sales▪ Marketing▪ Advertising▪ Branding	<ul style="list-style-type: none">▪ Quality improvement▪ Six Sigma▪ Kaizen▪ Productivity improvement▪ Supply-chain management	<ul style="list-style-type: none">▪ Knowledge management▪ Patents, etc.▪ Talent recruitment and development▪ Centers of Excellence	<ul style="list-style-type: none">▪ Business models▪ Strategy▪ Organization climate and culture▪ Organization design	<p>Relationships with:</p> <ul style="list-style-type: none">▪ Vendors▪ Academic institutions▪ Customers▪ Society▪ Environment
AIM: Optimizing revenues and growth	AIM: Optimizing productivity, time and costs	AIM: Strengthening knowledge, wisdom, talent	AIM: Inspiring & guiding behavior organization-wide	AIM: Creating synergy with external stakeholders

Domains of innovation

“Innovation is too
unpredictable
to plan and
manage”



Myth #4



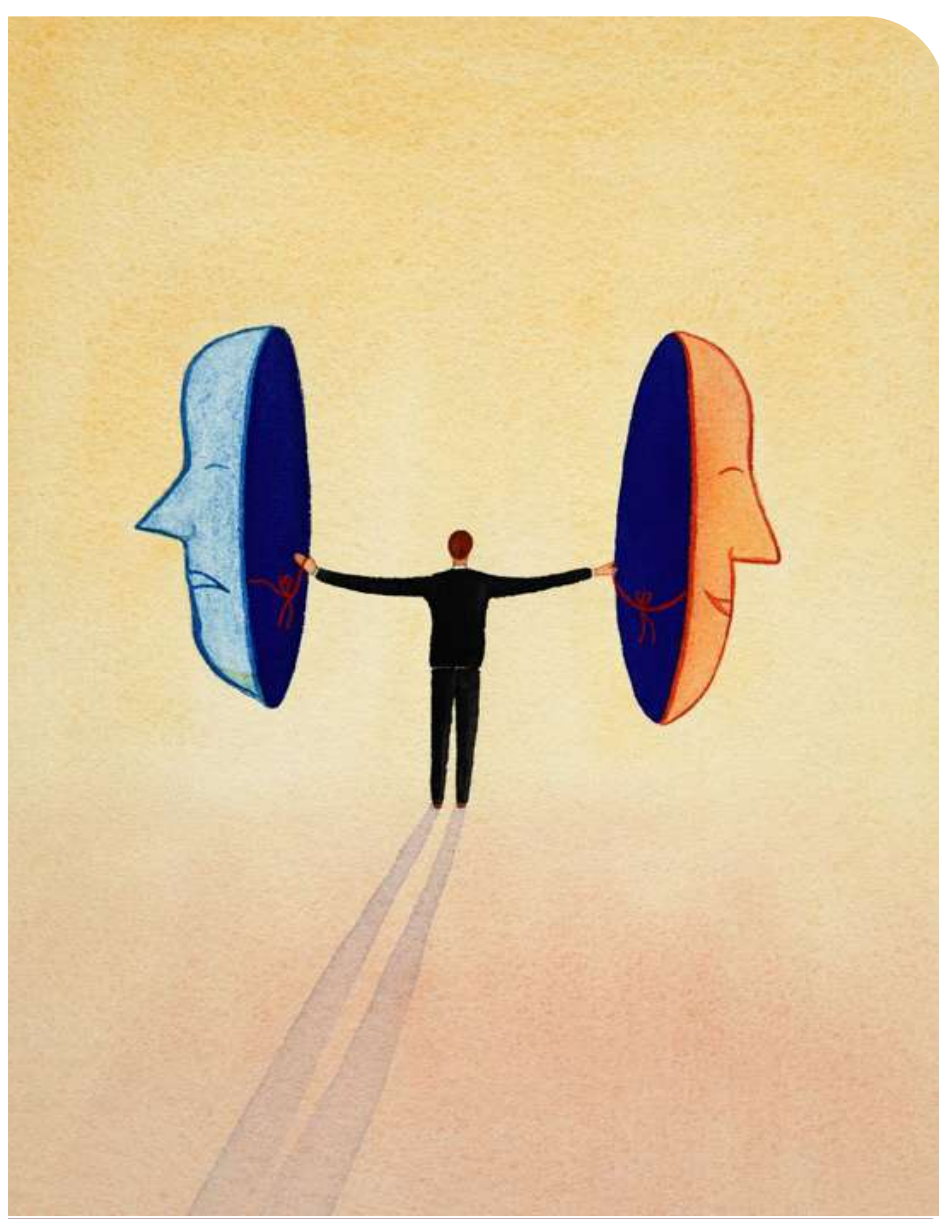
Art and Discipline

*Innovation is an art
and a discipline*

The art of innovation is the human side where you come together to innovate what is meaningful to you

As a discipline, innovation has processes and principles that are actually quite simple, and can be learned and practiced.

“You have to
be born
‘innovative’...
It can’t be
taught.”



Myth #5

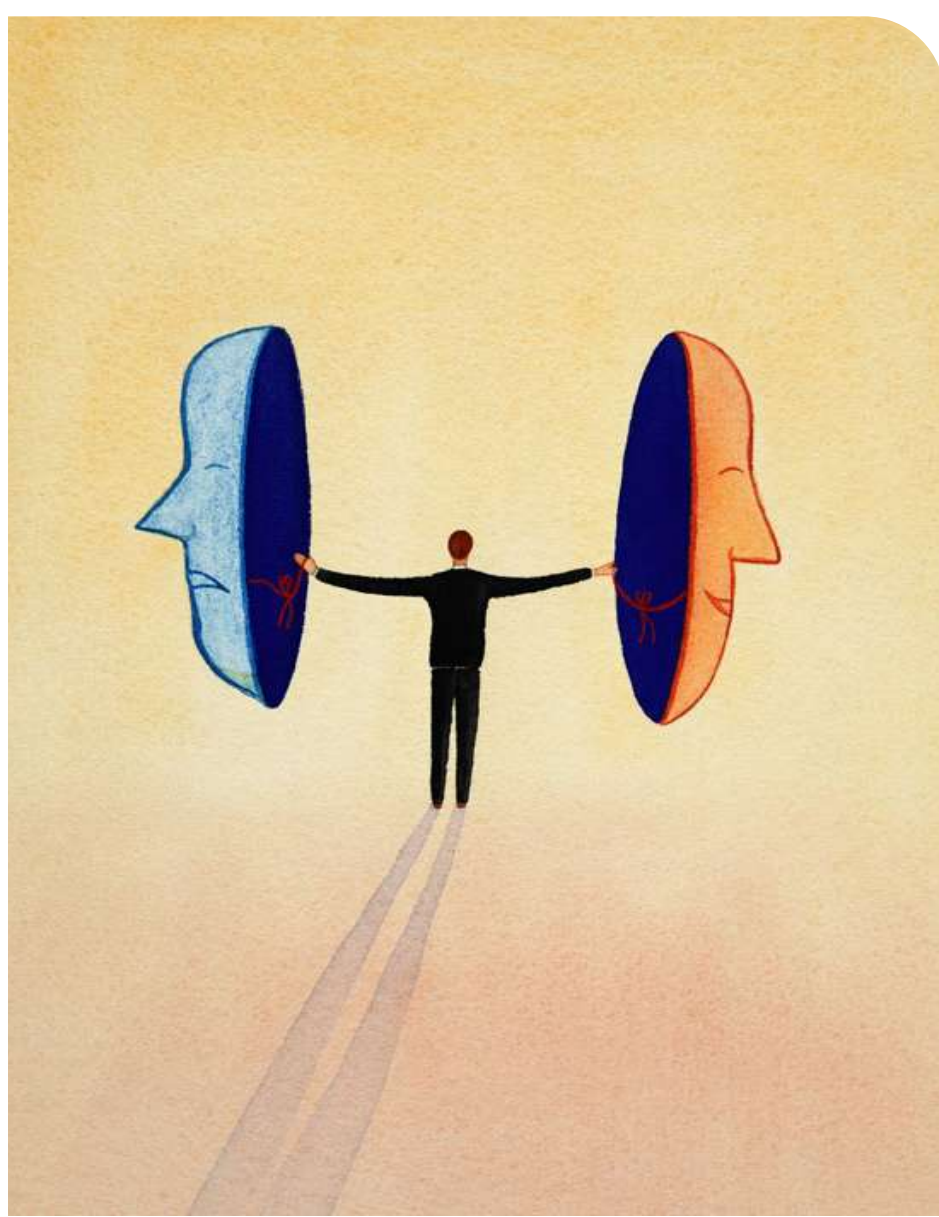
You can become
fluent in four “languages”
of innovative thinking

The question then shifts
from
ARE you innovative?
to
HOW are you innovative?



Innovation Styles®

“Innovation
is a job for
experts and
specialists”



Myth #6



It's in every one of us

Every person has the potential to be innovative. Every person has the capacity to think and do their work innovatively.

Some people innovate as specialists and others as generalists.

What's important is to develop one's potential and ability, and focus it on what really matters.

“Innovation
needs to be
a non-stop
activity”



Myth #7

*Innovation has its own
“breathing rhythm”*

Inhaling = learning,
creating and sharing
knowledge...
the *raw material* of
innovation

Exhaling = generating
and implementing
innovative solutions



Breathing rhythm

“External
rewards are the
main motivator
for people to be
innovative”



Myth #8

- Research* shows that a prime factor for increasing commitment to work is *clarity of personal values*

* by Barry Posner, Dean
Santa Clara University
Business School, USA

- A *clarity of team values* can be equally powerful in boosting the commitment to team innovation

Clarity of Company Values	HIGH	4.9/7.0	6.3/7.0
	LOW	4.9/7.0	6.1/7.0
		LOW	HIGH
		Clarity of Personal Values	

(Numbers refer to
“level of commitment to work”
based on a 7-point scale)

Commitment and values

Human values

Human values are the positive qualities of good character found among all cultures throughout time.

They motivate us to give our best to create what is meaningful & beneficial:

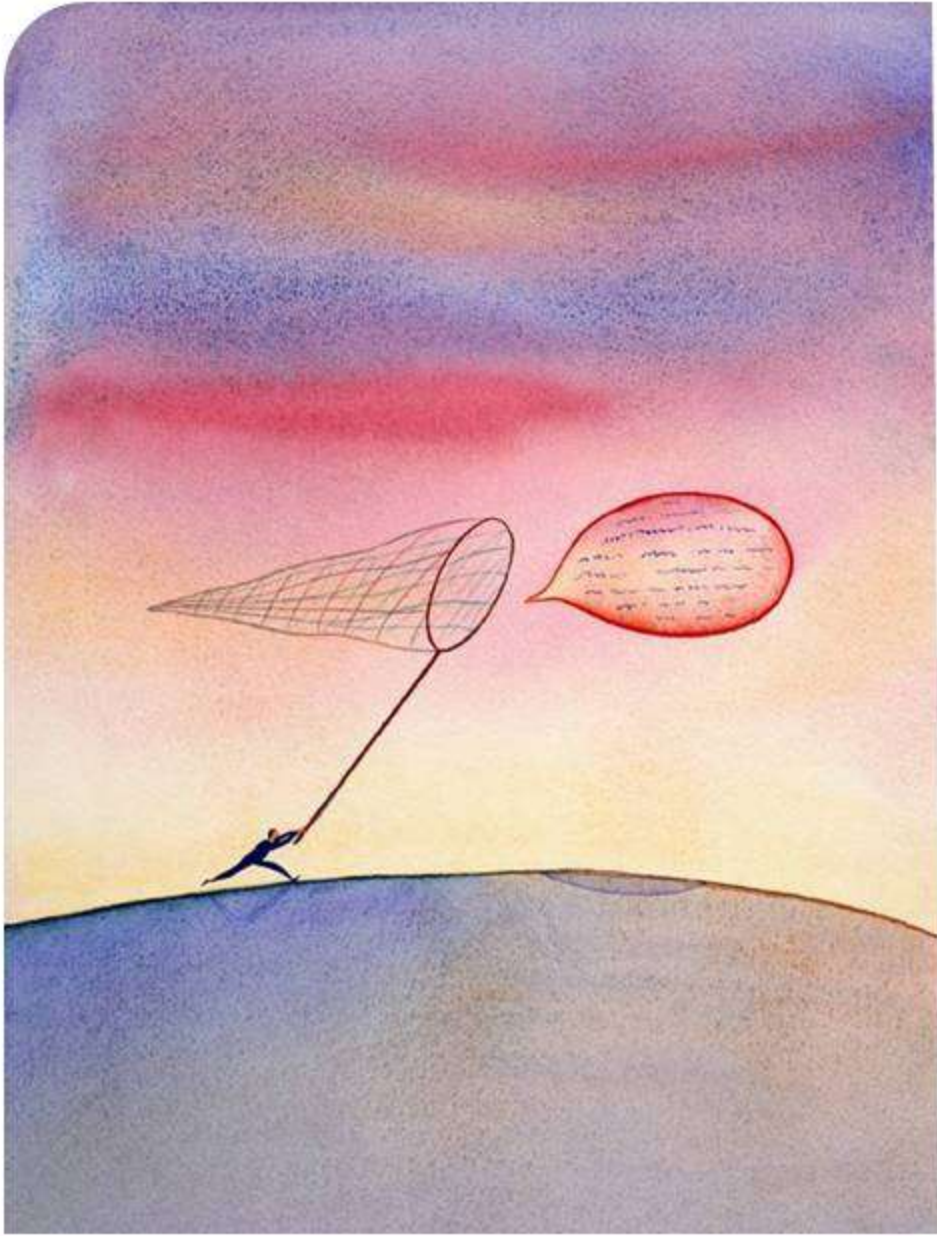
***What** should we innovate?*

***How** should we innovate?*

***Why** are we innovating in the first place?*



Human values



Implicit and Explicit Values

Some people prefer to be implicit about their values: acting by them without much talk.

Others prefer to be explicit: engaging in conversations about values

Whether implicit or explicit, what's important is to align our thoughts, words and actions with higher principles – while talking our thought and walking our talk

“Every function,
specialty, or
department
needs its own
approach to
innovation”



Myth #9

4 COMPLETION

Task 8 -
Celebrate
the results



Task 7 -
Implement
the solution



CHALLENGE 1



Task 1 -
Set the
intention



Task 2 -
Name the
consequences

EXHALE

INHALE

Task 6 -
Develop
and decide



Task 5 -
Generate
ideas



Task 3 -
Tap into
character



Task 4 -
Analyze the
factors

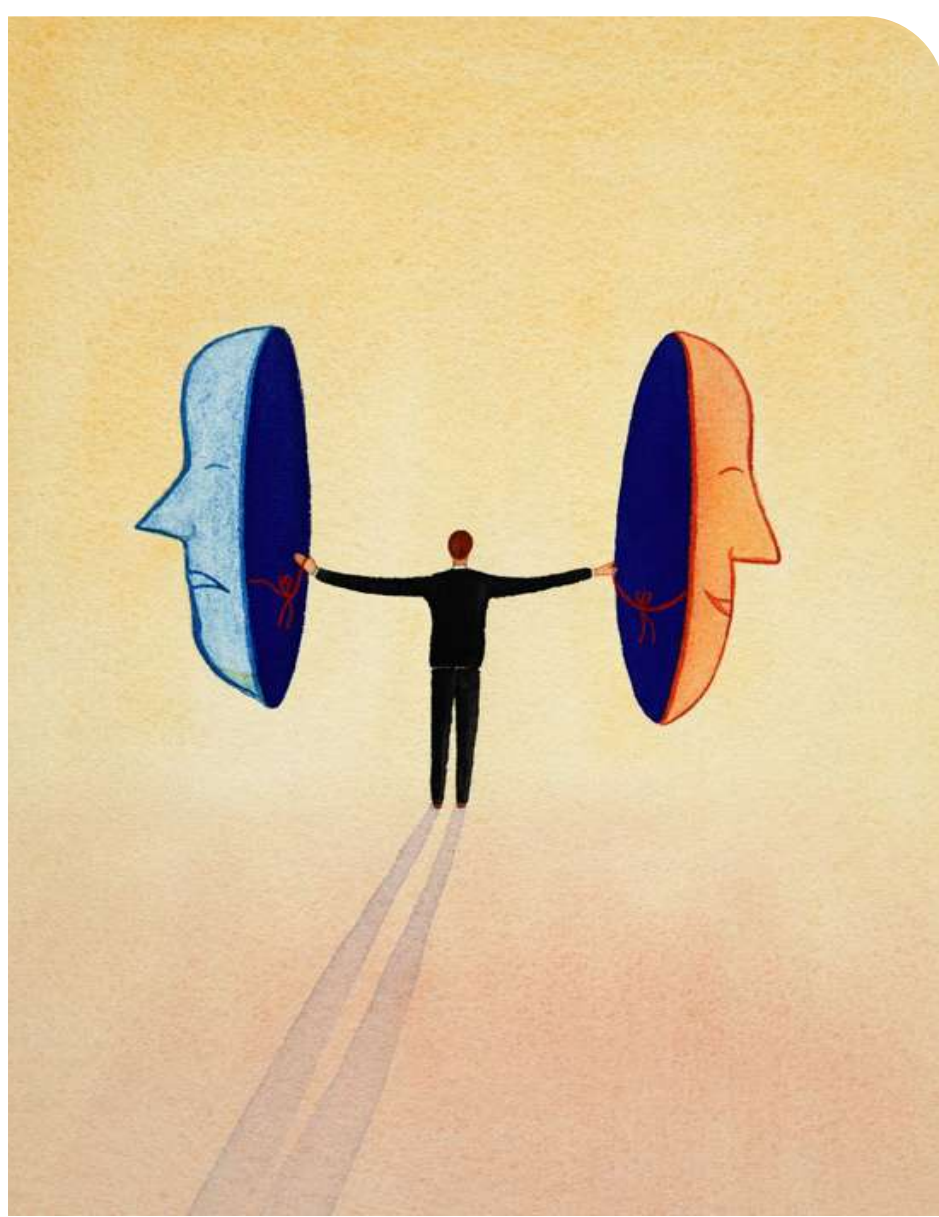


3 SOLUTIONS

FOCUS 2

A cross-functional *Innovation Process*

“In the
workplace,
climate means
the same thing
as culture”



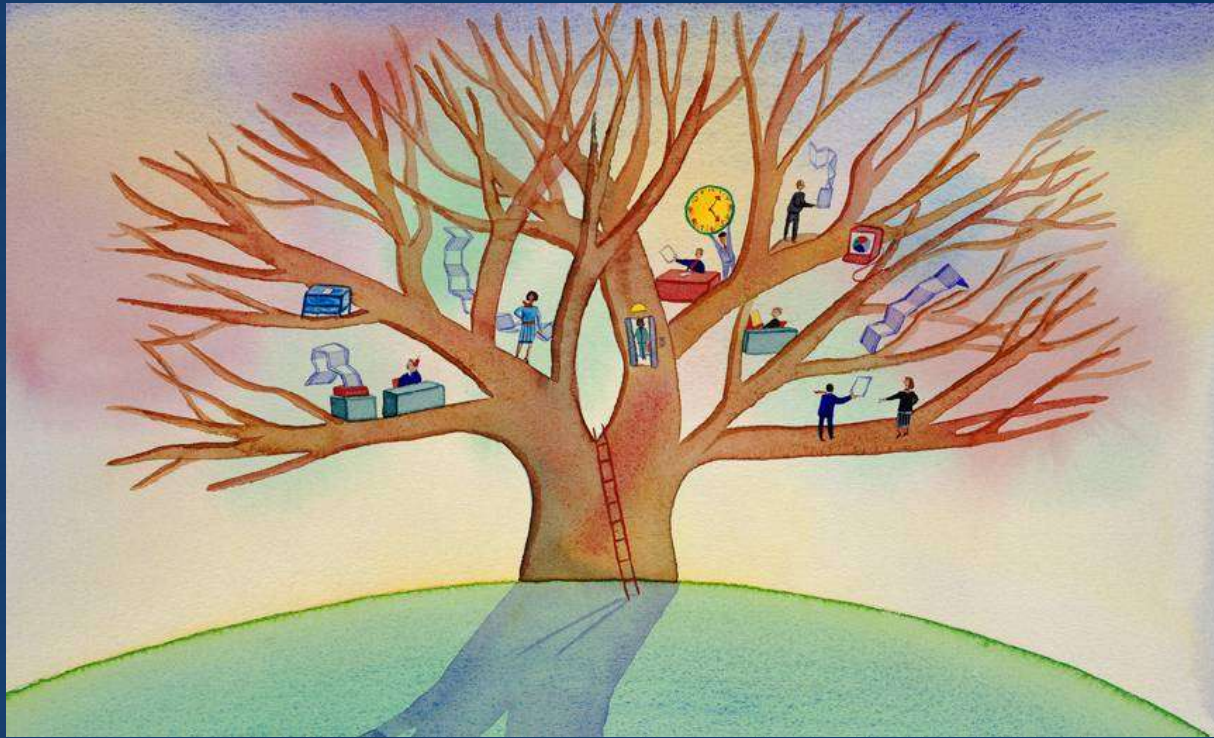
Myth #10



A “climate” for innovation is the set of values and attitudes embodied by group members and influenced by its leaders.

Typically, the climate changes when there is a leadership change.

Climate for innovation



A “culture” for innovation is the set of norm and values embedded in an organization’s systems, policies and practices... requiring a concerted effort by many sponsors to effect a change

Culture for innovation

“Innovation is
restricted by
disciplined
thinking”



Myth #11

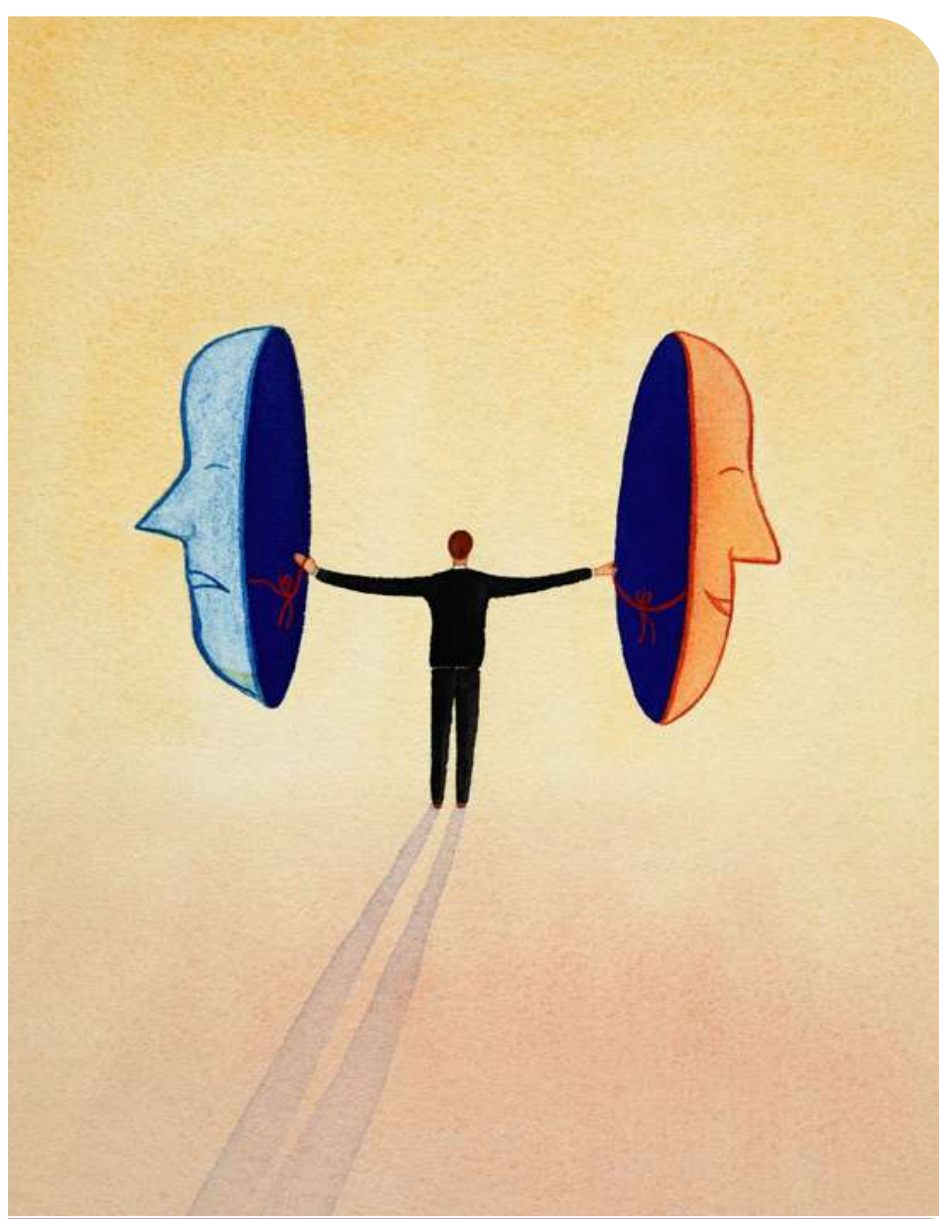


Wholistic versatility

When practiced well, the end result of discipline is *freedom*.

The discipline of wholistic versatility – *seeing the whole while managing the parts* – integrates intuition and data to generate wise, principled, innovative solutions.

“Innovation is
best measured in
financial terms
 (“bottom line”)



Myth #12

Intellectual Capital provides key measures for innovation

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RENEWAL CAPITAL: The ability to develop, market new products and services	PROCESS CAPITAL: The ability to embed wisdom and innovation in work systems	HUMAN CAPITAL: The ability to strengthen the talent and create new knowledge	ORGANIZATION CAPITAL: The ability to guide and inspire a well-focused workforce	RELATIONSHIP CAPITAL: The ability to synergize the interests of all stakeholders

Measures for innovation

What is the
“calling” for
innovation
today and
tomorrow?



In conclusion

The call today is not just
for *more* innovation,
but for innovation that is
informed, inspired and
guided by our
higher human nature
to achieve consistently
beneficial outcomes...

*Innovation with a
conscience...*



Conscience