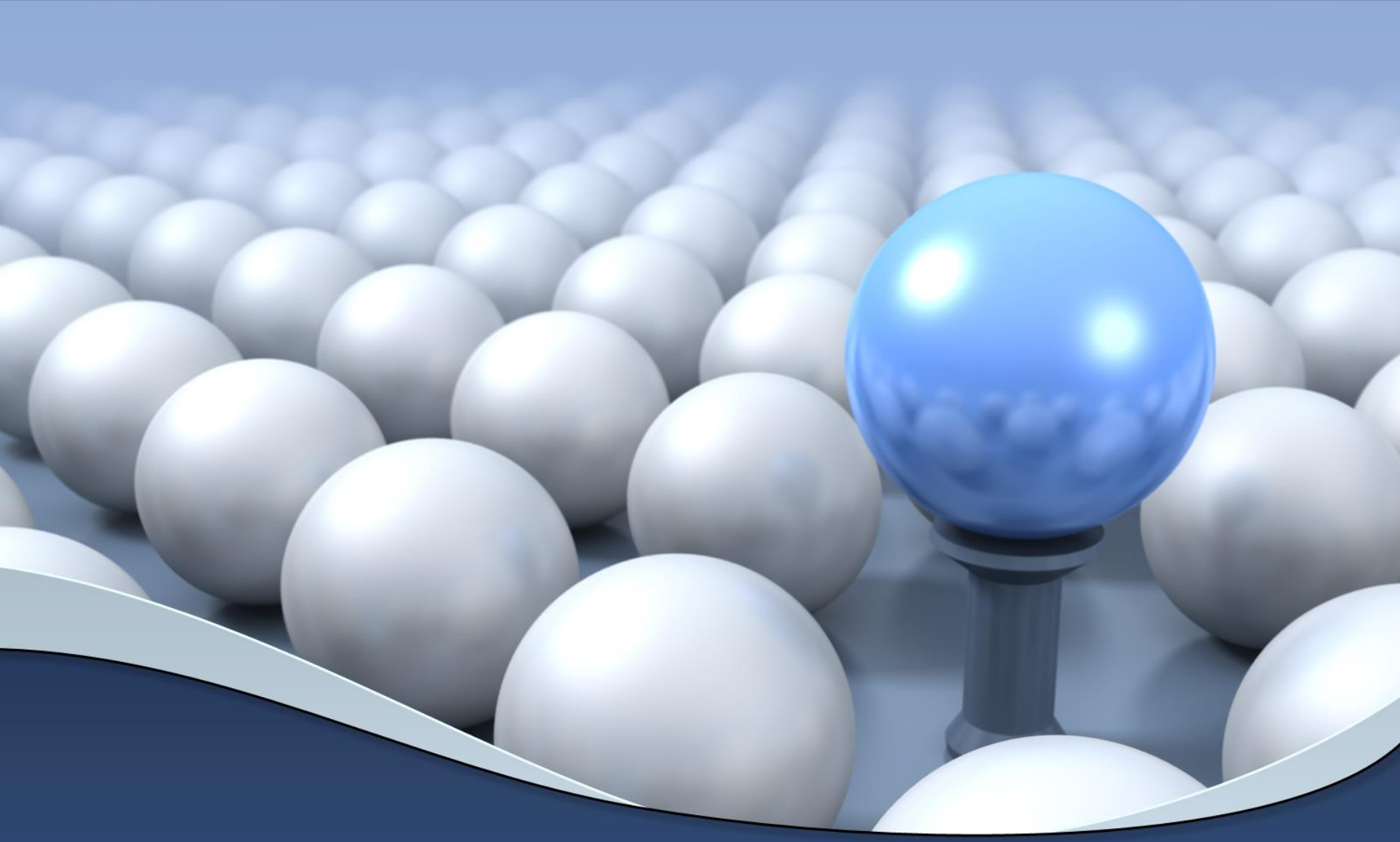


Fostering an Innovative Culture

Linda Gorchels

By the end of these three days you should be able to:

- define and build on the components of creativity
- heighten your personal creative thinking

Psychology of creativity

- discern leadership and management roles in establishing direction and processes of innovation

Disciplined creativity leading to innovation

- identify ways to nurture creativity and innovation within a company's culture

Nurture the cultural ecosystem

What is improv?

Improvisation is a state of being and creating action without pre-planning. This can be when an individual or group is acting, dancing, singing, playing musical instruments, talking, creating artworks, problem solving, or reacting in the moment and in response to the stimulus of one's immediate environment and inner feelings. This can result in the invention of new thought patterns, new practices, new structures or symbols, and/or new ways to act.

Source: Wikipedia

©Linda Gorchels

Big Bang Theory Improv

©Linda Gorchels

The Psychology of Creativity

©Linda Gorchels

Let's define CREATIVITY:

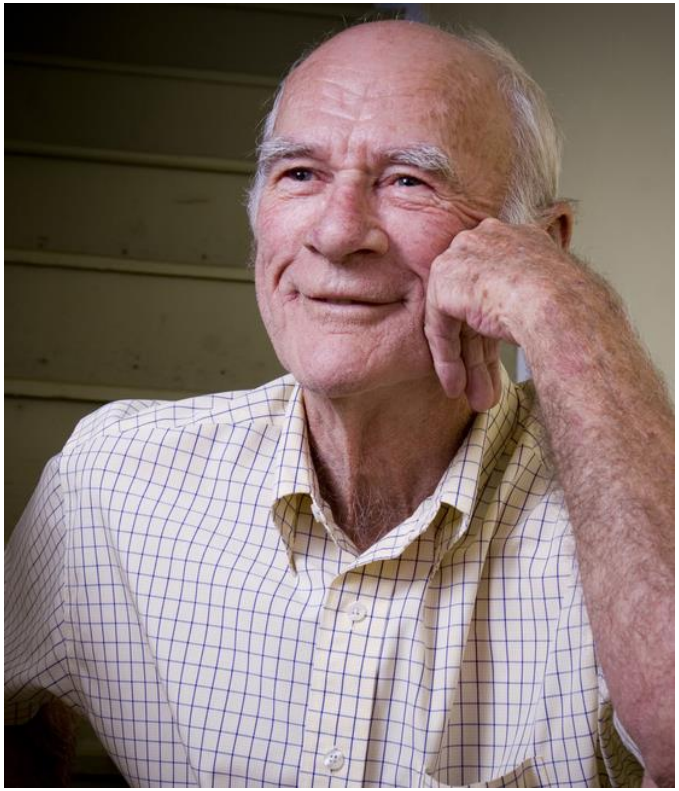
cre·a·tiv·i·ty [kree-ey-tiv-i-tee, kree-uh-] noun

the ability to transcend traditional ideas, rules, patterns, relationships, or the like, and to create meaningful new ideas, forms, methods, interpretations, etc.; originality, progressiveness, or imagination

Who is more creative?

A

B



Myth:

Only certain people are creative.

People are creative in different ways and to different degrees. Beyond thinking about ***whether*** people are creative, think about ***how*** they are creative.

Fill in the blank

I was sharpest at age _____.

Sandra Bond Chapman
Make Your Brain Smarter

©Linda Gorchels

Think about the following

- How can boredom be beneficial to creativity?
- What problems are associated with multitasking?
- Why are old ideas critical to innovation?
- When is unlearning important to creativity?
- Would you rather be smart or creative?

©Linda Gorchels

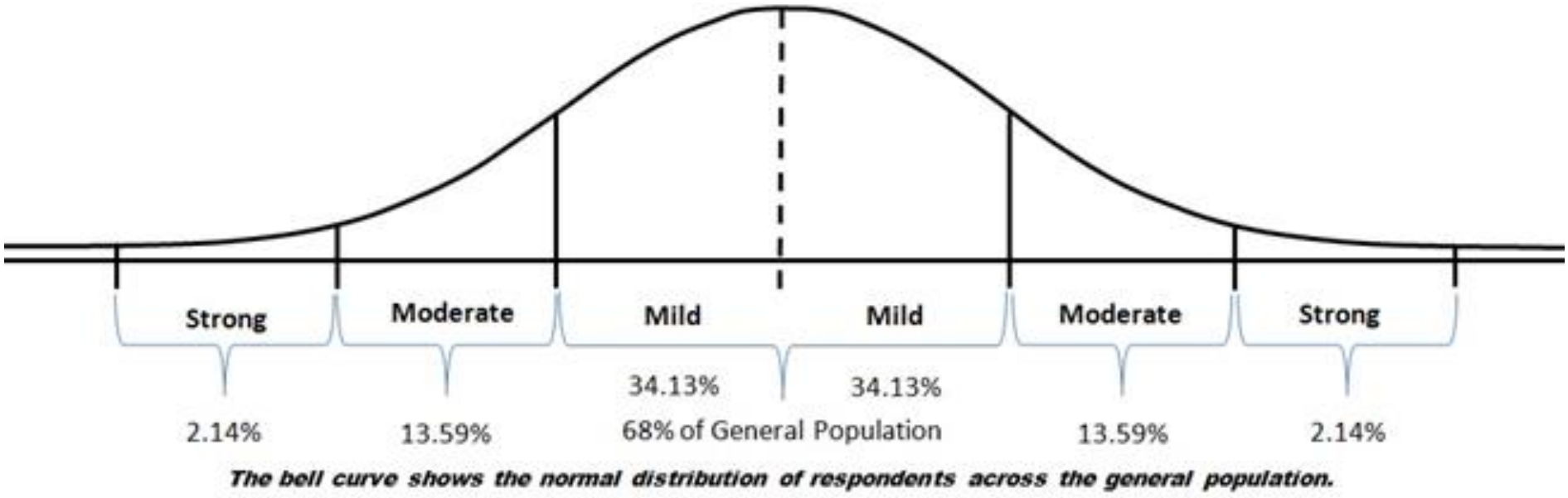
A creative style continuum

Open (experiential)

Structured (cognitive)

©Linda Gorchels

Another creative style continuum



More Adaptive <--- **---> More Innovative**

Creativity, Innovation, and Change

Coursera course by Dr. Jack V. Matson, Dr. Kathryn W. Jablokow, Dr. Darrell Velegol

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Creative domains

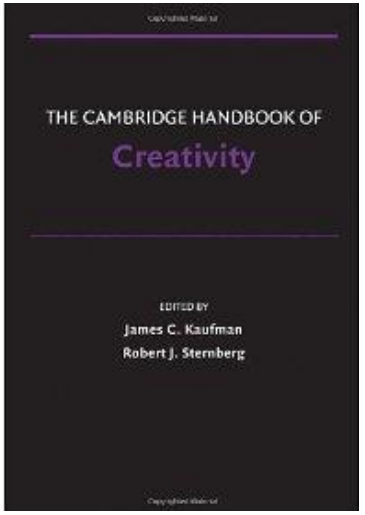
Thematic-level domains

- Artistic/verbal
- Artistic/visual
- Interpersonal
- Problem-solving
- Math/science
- Performance
- Entrepreneur

2nd-level domains

Within math (for example):

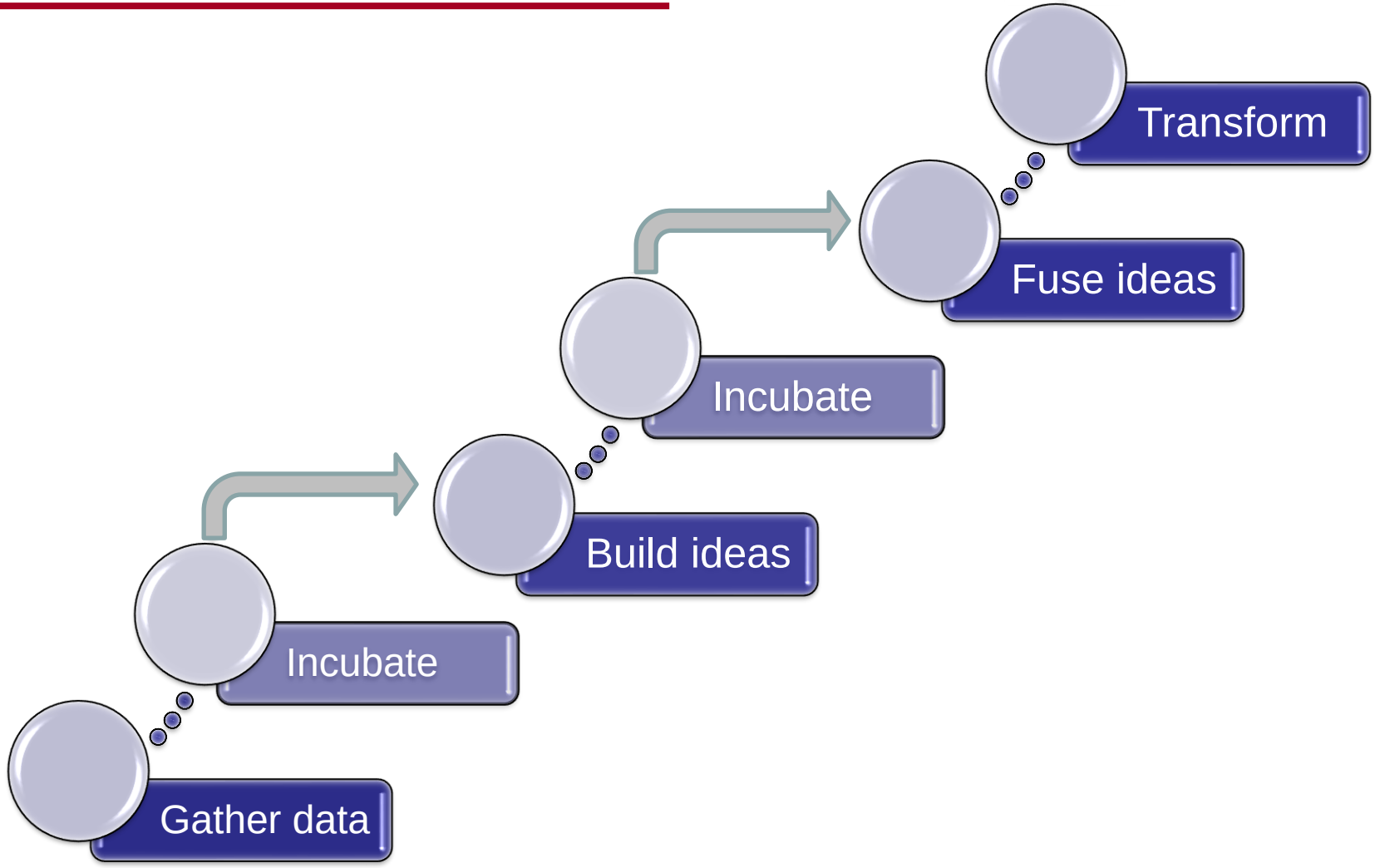
- Biology
- Chemistry
- Physics



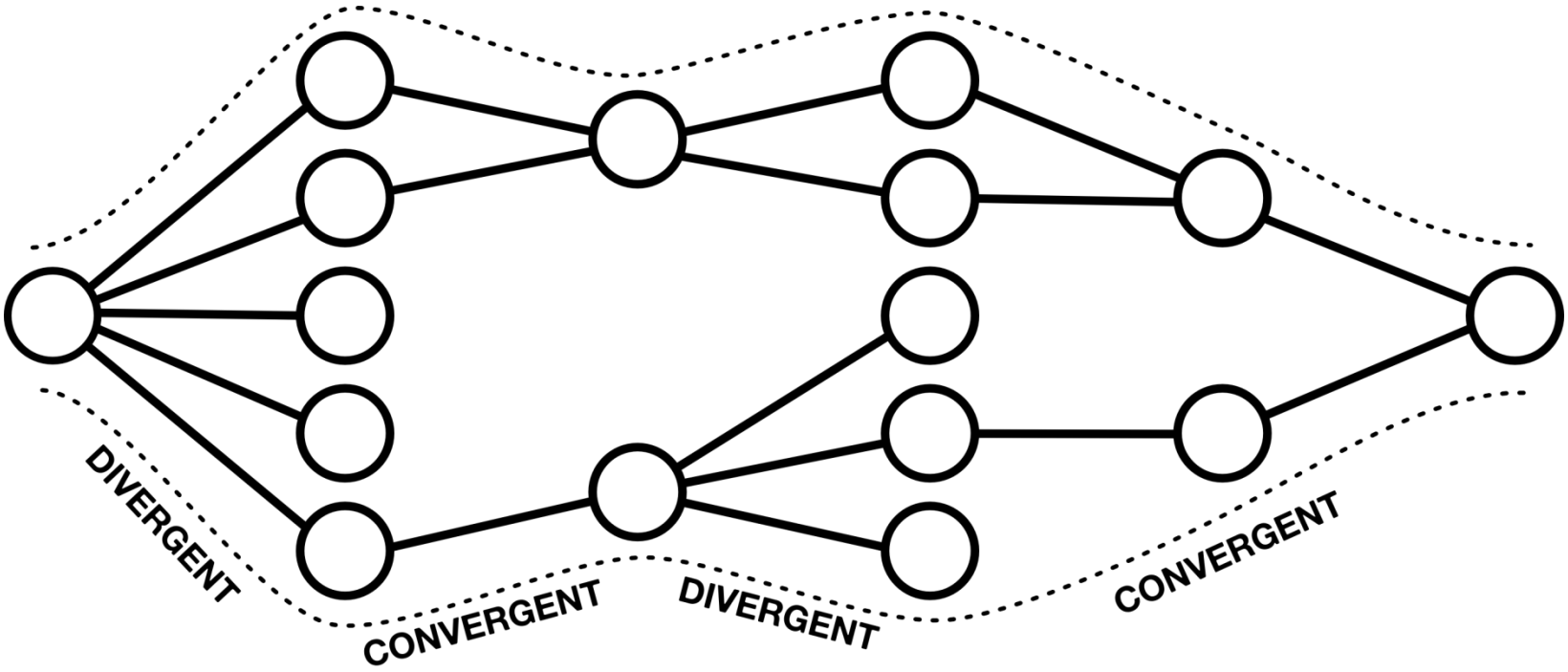
Source:
The Cambridge Handbook of Creativity

©Linda Gorchels

Processes of creativity



Diverge & converge repeatedly



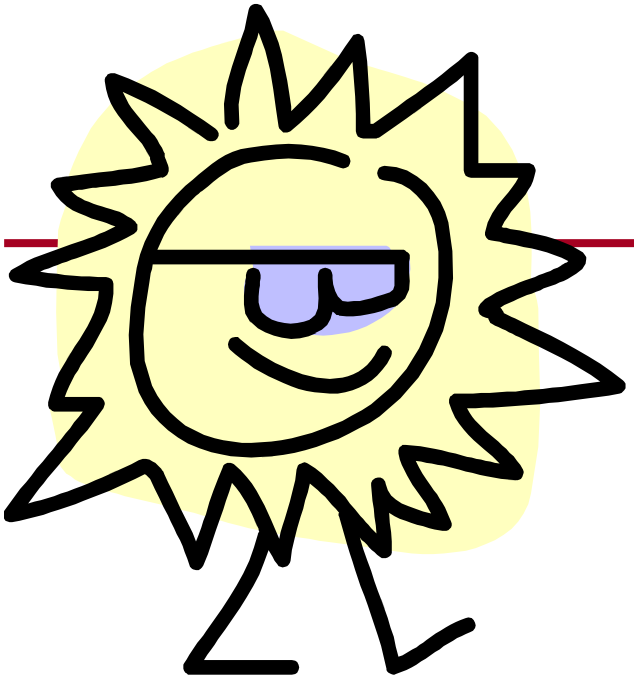
Are you a multi-taskaholic?

©Linda Gorchels

Clifford Nass on multitasking

©Linda Gorchels

http://www.youtube.com/watch?v=PriSFBu5CL s



Generally accepted traits of individual creativity

Curious

Resilient

Extrospective

Autonomous

Tenacious

Introspective

Versatile

Energetic

©Linda Gorchels

Curious

Ask challenging questions:

Why?

How?

What if?

Why not?

“Millions saw the apple fall, but Newton asked ‘why?’”

Bernard Baruch

American businessperson and political consultant

©Linda Gorchels

What if we…

- went backwards rather than forwards?
- looked at this from the perspective of a child / grandparent/ engineer …?
- projected ourselves into a different environment?
- went beyond the obvious or expanded on the obvious?

Cultivate a love of learning

©Linda Gorchels

Linus Pauling
Nobel Laureate

"I am constantly asked by students how I get good ideas. My answer is simple: First , have a lot of ideas. Then, throw away the bad ones."

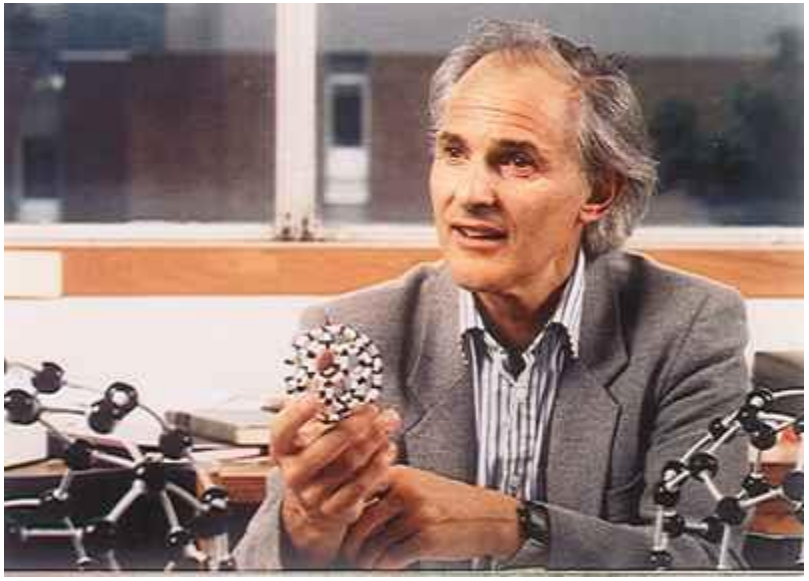
©Linda Gorchels

Use discipline to capture ideas

©Linda Gorchels

Resilient

"Nine out of ten of my experiments fail, and that is considered a pretty good record amongst scientists."



Sir Harold Kroto
Nobel Laureate

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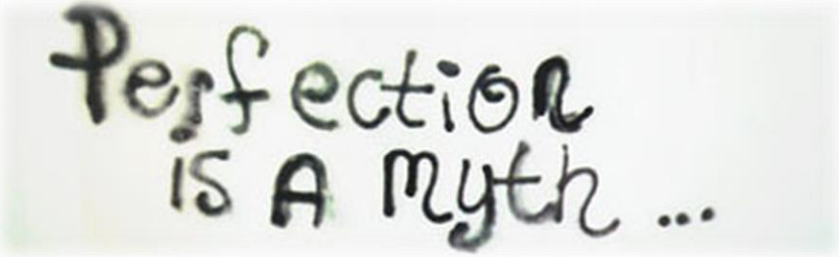
Build your failure grit



- beware the relentless pursuit of perfection

- "practice" small failures
  with a smile

©Linda Gorchels

J. K. Rowling on failure

http://www.youtube.com/watch?v=wHGqp8lz36c

Evaluative

- Be honest about your idea
- Get input from others
- Keep tinkering

Seek out new adventures

- Tune into different broadcasting stations, publications, presentations, etc.
- Try new hobbies
- Pay attention to new conversations
- Notice things you never paid attention to

©Linda Gorchels

Which side are you on?

(from Chapman, *Make Your Brain Smarter*, p. 23)

Do you have the same dinner guests repeatedly?	Do you invite an unexpected guest to change up the conversation?
Do your regular gatherings with colleagues, friends, or family discuss the same predictable topics?	Do your gatherings always have an interesting new topic to discuss?
Do you express the same ideas to convey your stance on issues over and over?	Do you continually attempt to see things from a new perspective when you discuss a topic?
Do you adamantly resist using new technology?	Do you stay open to moving from old to new technologies?
Do your emails sound the same? Are your communications predictable?	Do you think of creative ideas and unique timing to convey messages?
Do you stop short and only complete the task asked of you by your spouse, relative, or boss without reflecting on the process?	Do you add your own thinking to the task at hand or even try to offer new approaches to improve the outcome or solve an unexpected problem?

Practice content absorption

Pull out main points from books and movies. Look for unexpected connections.

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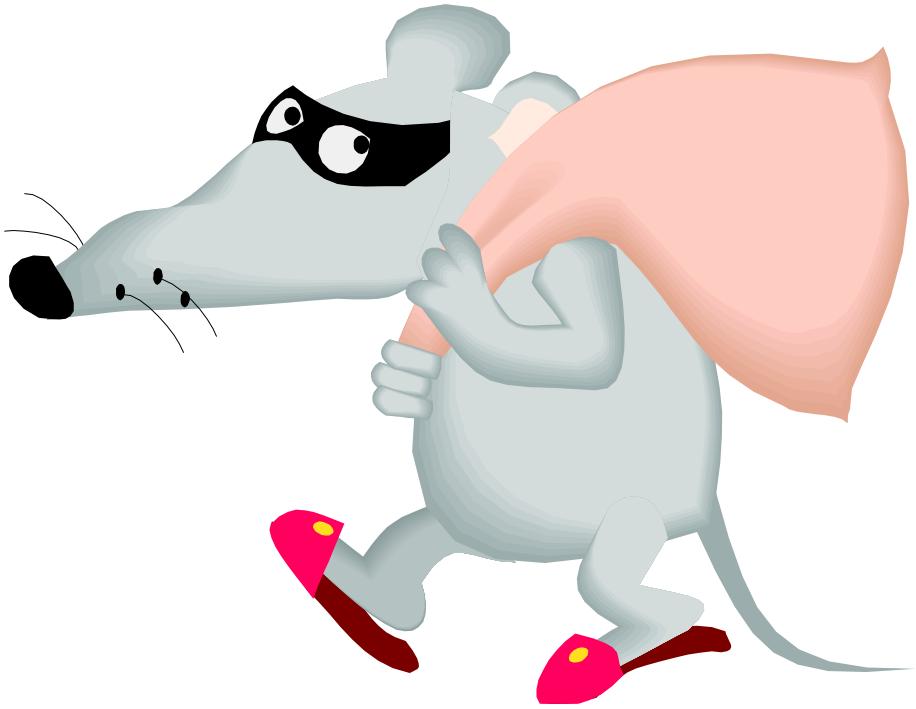
- Beg, borrow and steal ideas (but always stay ethical and legal!)



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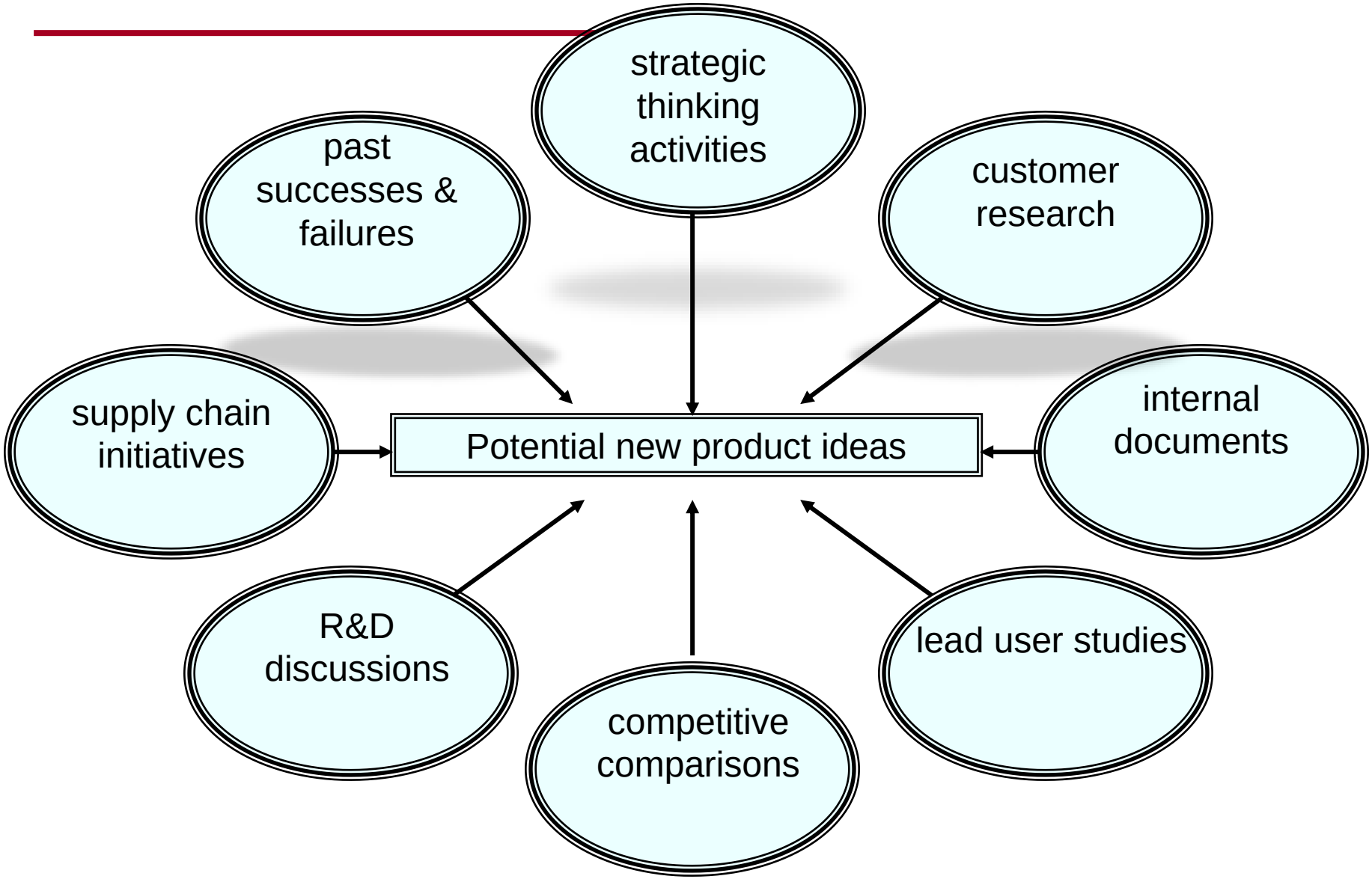
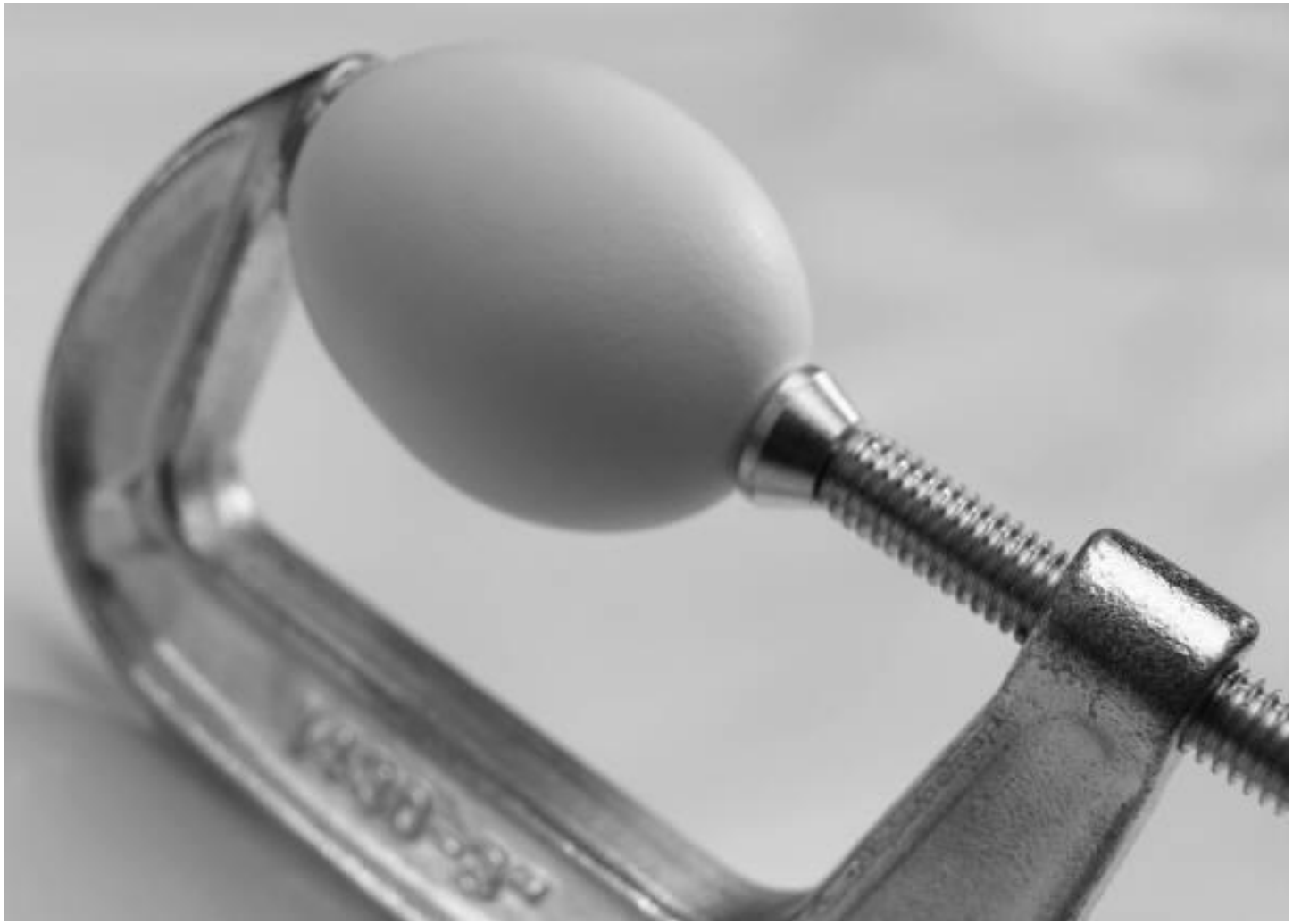
Expand your idea sources



Apply metaphorical thinking



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Autonomous

Independent

Motivated by self-imposed deadlines and goals

“Sometimes assumptions seem so basic that we never think to challenge them.”

Michael Michalko, creativity expert

However …

- Beware the dangers of unhealthy pride
- Don’t be a one-man relay race
- Avoid unrealistic expectations

©Linda Gorchels

Be confident …

… but not over-confident

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Tuned in

Seek out new adventures

Be open to new perspectives and adventures

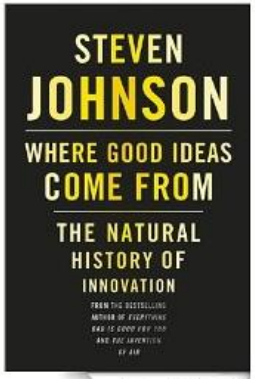
Keep your dreams alive

- Set goals with deadlines.
- Break into smaller pieces.
- Remind yourself of the goals.
- Keep score of progress
- Build in frequent personal rewards.

Accept the rarity of eureka

Be prepared to cultivate ideas over time.

"The Vaseline-daubed lens of hindsight tends to blur slow hunches into eureka moments. Inventors, scientists, entrepreneurs, artists – they all like to tell the stories of their great breakthroughs as epiphanies…[but] the slow hunch is the rule, not the exception."



Steve Johnson, ***Where Good Ideas Come From***, Riverhead Books, 2010, p. 78.

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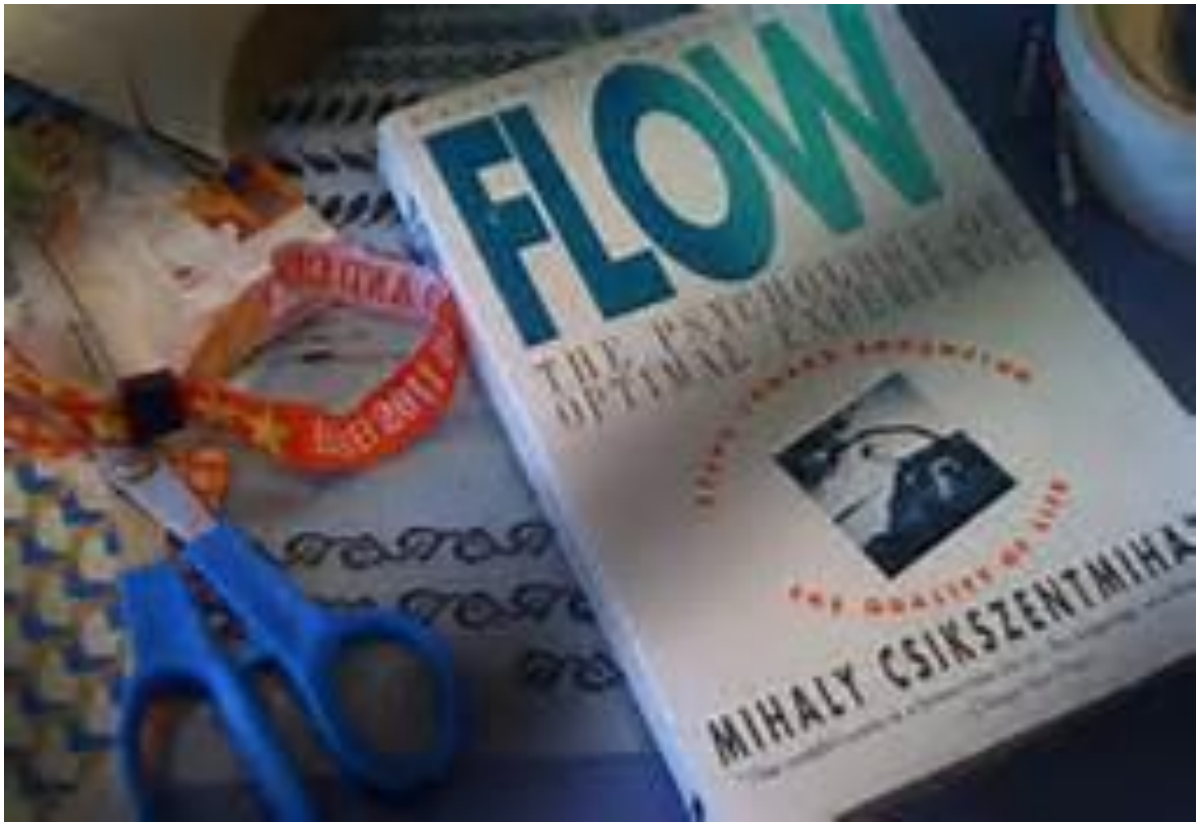
Introspective

Know your self-motivators and use them

Creativity happens during flow

Flow refers to complete absorption in what one does.



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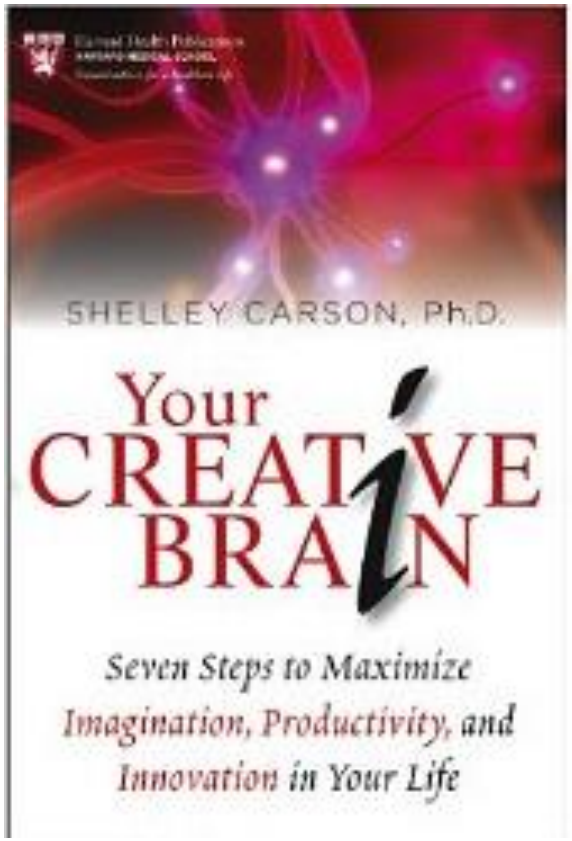
Make creativity a habit



Shelley Carson, Your Creative Brain

Activate seven brainsets:

(1) absorb
(2) envision
(3) connect
(4) reason
(5) evaluate
(6) transform
(7) stream

©Linda Gorchels

Visionary

Be a dreamer
Discover what other people miss

Accept ambiguity

Strengthen your mental ability to be aware of and cope with potentially contradictory data

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Acknowledge there may be multiple viewpoints for issues, and that other perspectives might add to your creativity.

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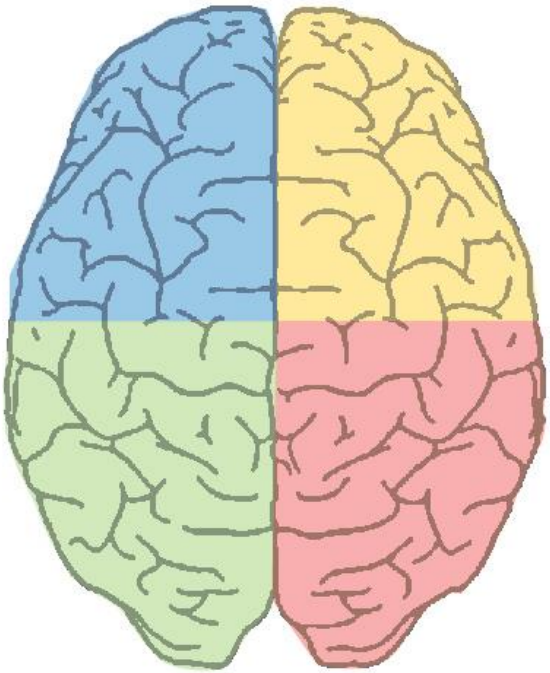
Apply WholeBrain thinking

Left brain

- ✚ Proof
- ✚ Data analytics
- ⛔ Meaningless unless connected to a narrative framework



Right brain

- ✚ Discovery
- ✚ Insights
- ⛔ Still may require “big data” statistics

Your Bleeped Up Brain

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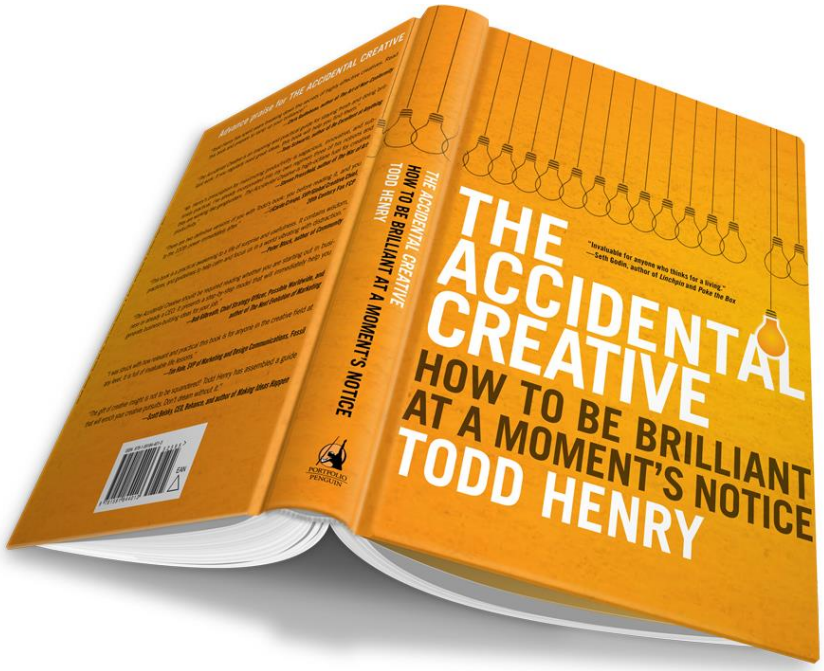
Penny memory test

Energetic



This and the following five slides are adapted from Todd Henry's ***The Accidental Creative: How to be Brilliant at a Moment's Notice***, Penguin Books, 2011.

Establish your own rhythm to manage your energy.

Focus

Relationships

Energy

Stimuli

Hours

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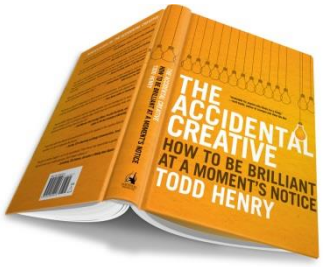
Focus



Direct your efforts toward those things that will increase your level of creative engagement

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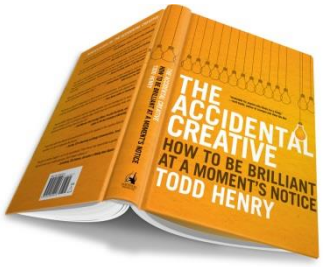
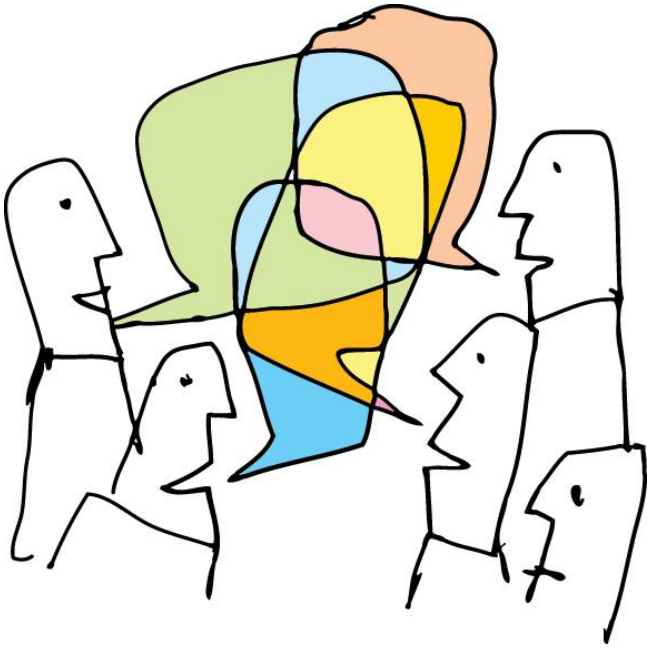
WE LIVE IN A WORLD OF CONTINUOUS PARTIAL ATTENTION

Relationships



Build creatively stimulating friendships and limit access to the creativity vampires.



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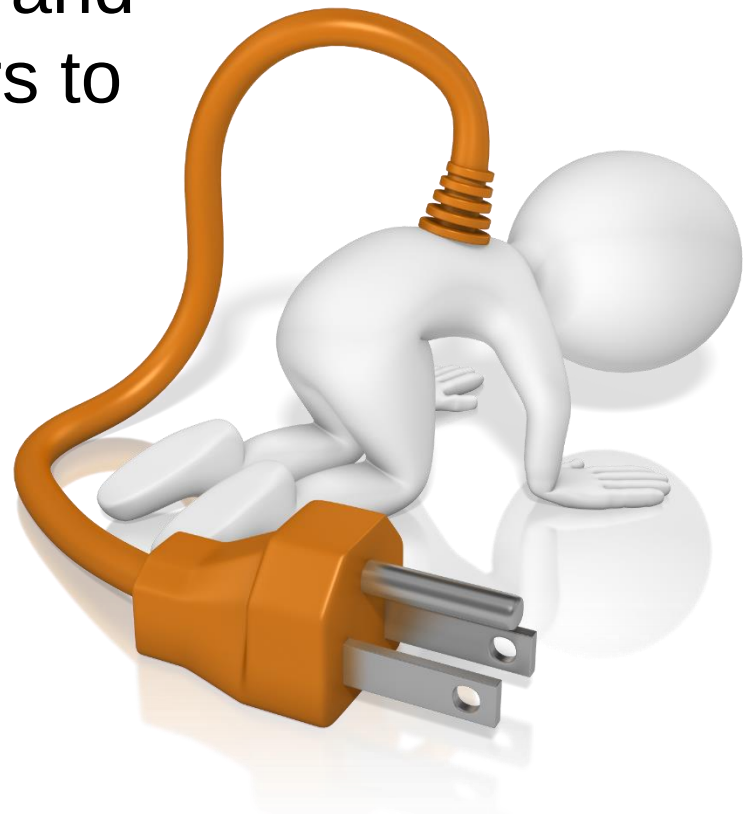
Energetic

Discipline your energy management and build in buffers to recharge



Tony Schwartz:
The Myths of the Overworked Creative

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Tony Schwartz:
The Myths of the Overworked Creative

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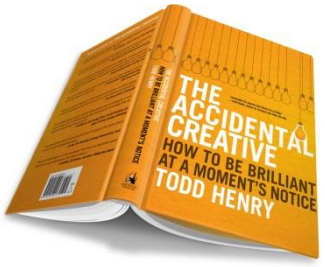
Stimuli



Evaluate the quality of the inputs you use as “creative nutrition.”

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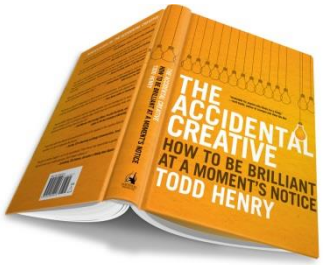
Derren Brown-subliminal advertising

Derren Brown – subliminal advertising

Hours



Ensure idea time that's right for you.

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Here's where we are now

- define and build on the components of creativity
- heighten your personal creative thinking

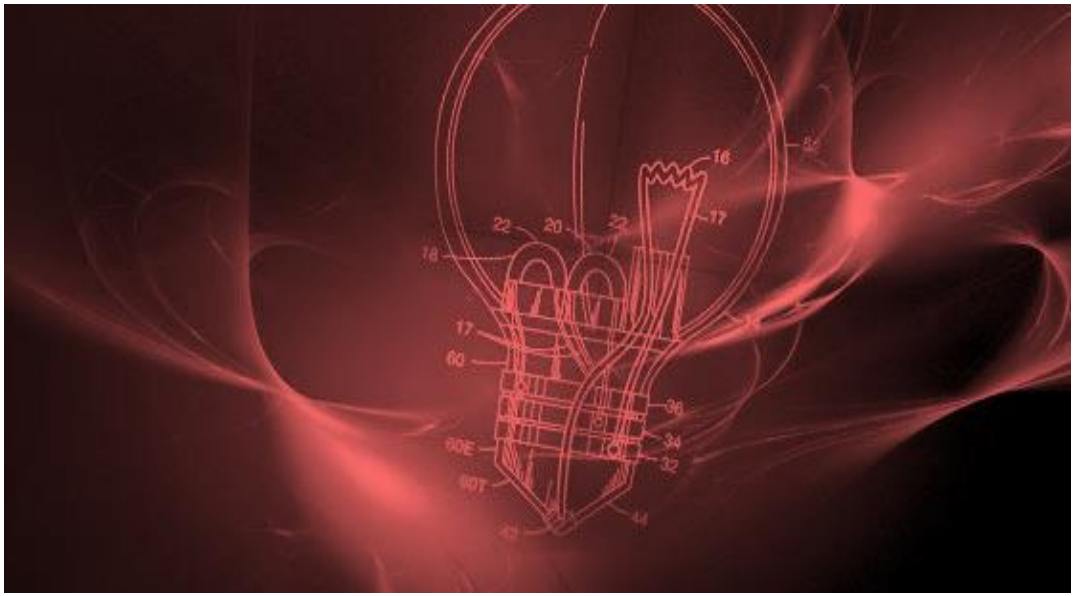
Psychology of creativity

- discern leadership and management roles in establishing direction and processes of innovation

Disciplined creativity leading to innovation

- identify ways to nurture creativity and innovation within a company's culture

Nurture the cultural ecosystem



Disciplined creativity leading to innovation

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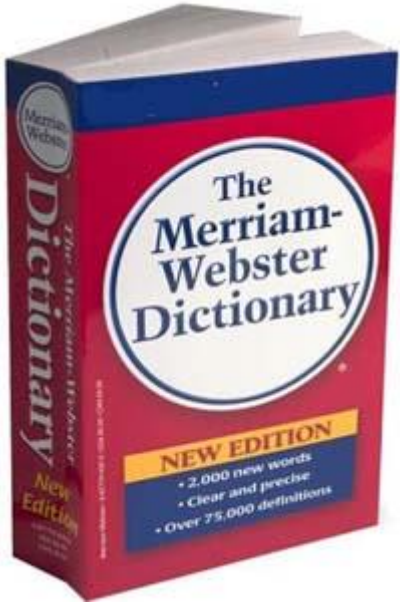
What is innovation?
Is it the same as creativity?

in·no·va·tion noun \i-nə-vā-shən\



*1: **the introduction of something new***

*2: **a new idea, method, or device : novelty***

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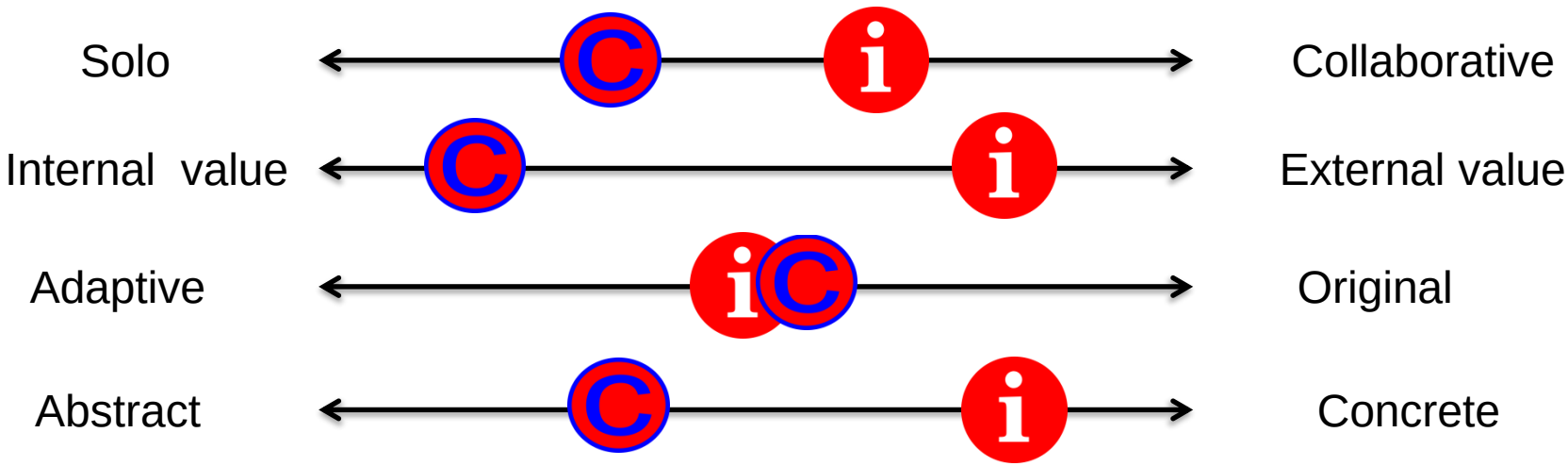
Broad ***average*** paradigms



C = Creativity

i = Innovation

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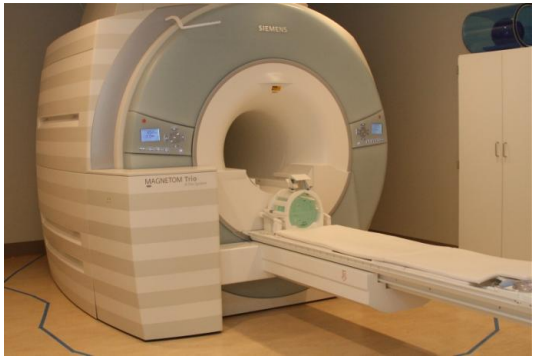
Value can come from …

New Products or Services



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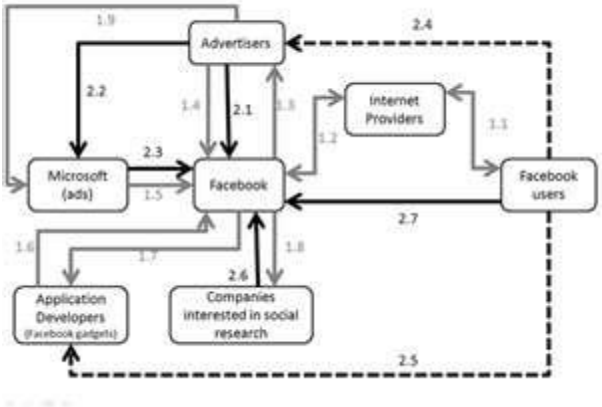
Value can come from …

New Processes

©Linda Gorchels

Value can come from …

New Business Models



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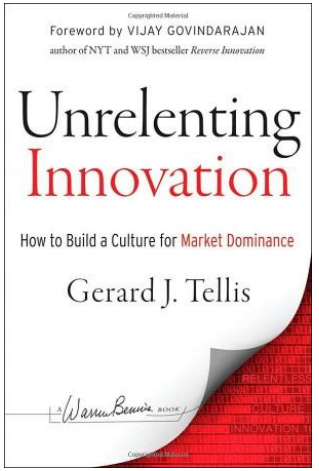
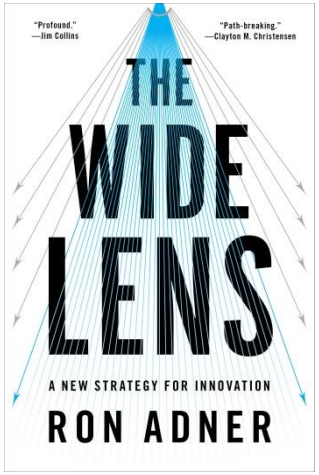
Xiameter business model innovation

http://www.youtube.com/watch?v=xgAVoVeLcGs

Innovation: my definition

Innovation is the process and/or output of creating and realizing external value from that which is new.





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Everything
CHANGES
EVERYTHING

Most innovative companies

(Booz & Co 2013)

1)

2) Google

3) SAMSUNG

4) amazon.com

5) 3M

6)

7) Microsoft

8) IBM

9) TESLA MOTORS

10) facebook

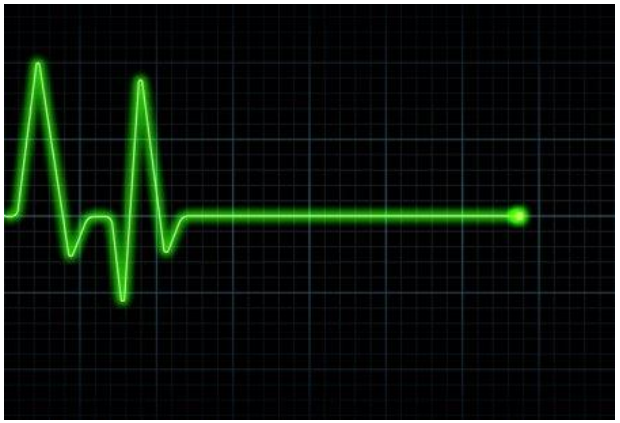
©Linda Gorchels

The 10 Most Innovative Companies 2013 – Booz & Co

©Linda Gorchels

Why is innovation important?

- Growth rates in many mature industries have stagnated
  - Customer value propositions are becoming less clear
  - Almost all sales are coming from existing offerings



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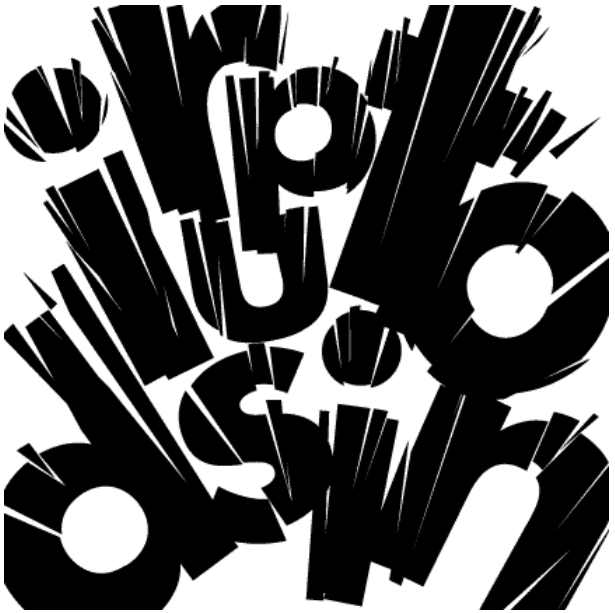
Why is innovation important?

- New entrants are disrupting the status quo of incumbents
  - Organizations may (unknowingly) become less responsive to market shifts



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Why is innovation important?

- Globalization and competency mismatch create an urgency to do a better job of organizational learning and unlearning

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Why is innovation important?

- Society is challenging long-held assumptions

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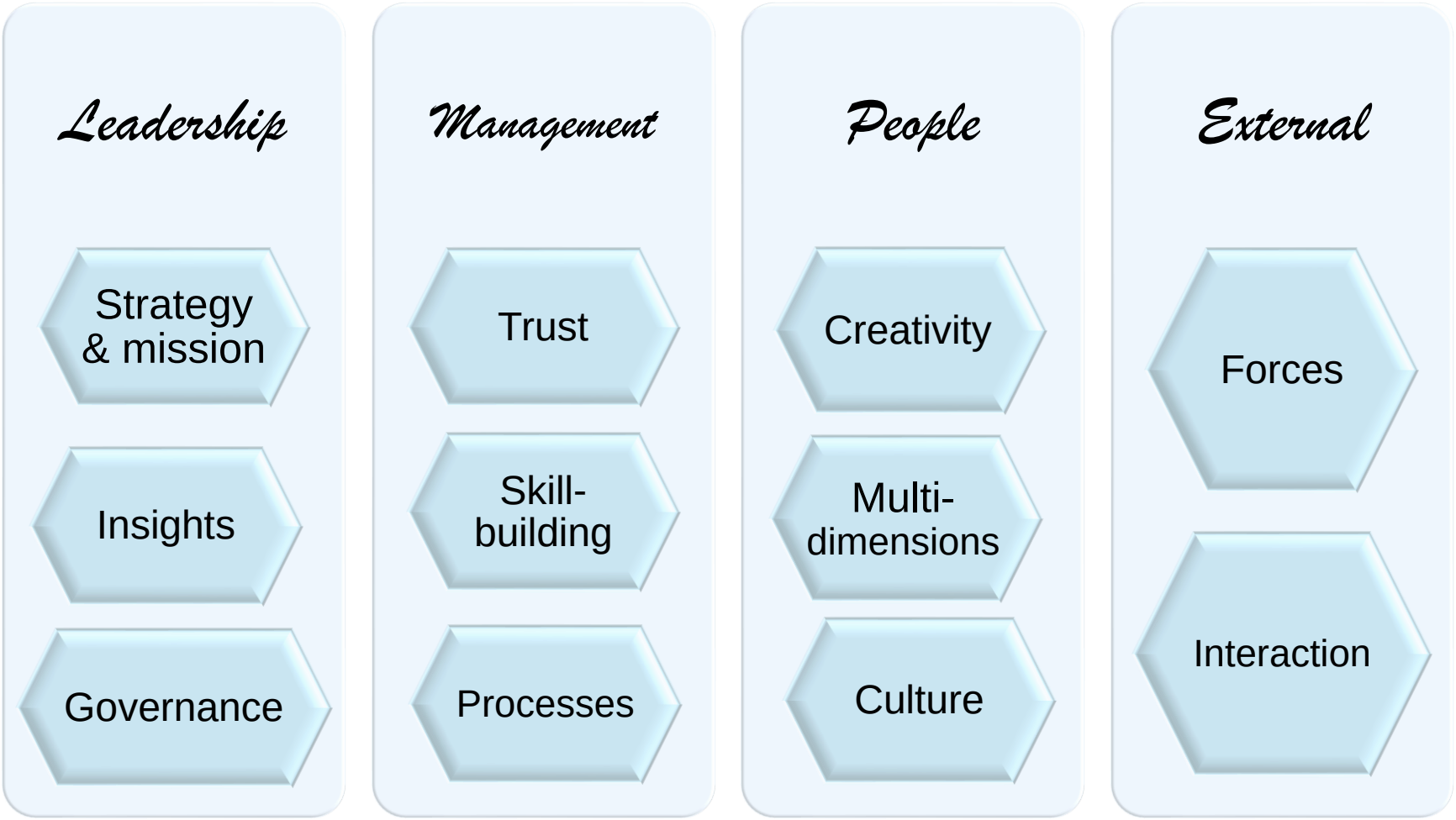
So how do we move from individual creativity to corporate innovation?

Interrelated organizational factors



Adapted from Peter van den Brink, “Organizational Competencies for Radical Innovation” University of Twente, 2005.

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Lead through strategy/mission

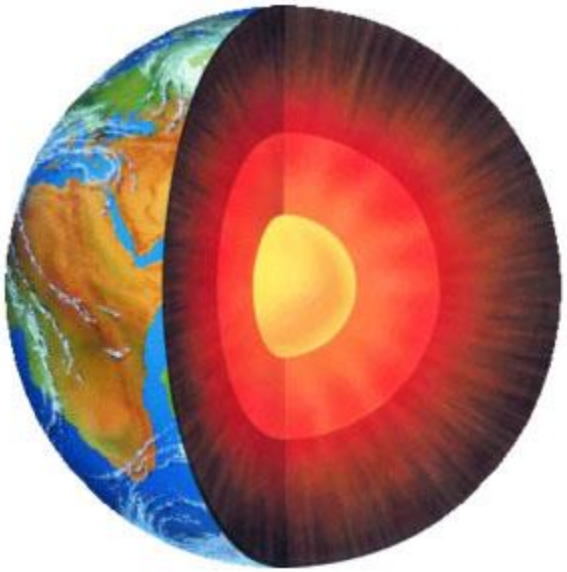
Leadership

Strategy & mission

Insights

Governance

Define what types of innovation are core to your strategy and mission. If there are several, determine what role each plays.



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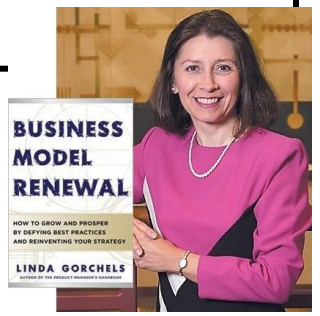
Ask

©Linda Gorchels

Simon Sinek: Start with Why

Gorchels' innovation growth portfolio

	Boost existing customer markets	Move into adjacent customer markets	Create new customer markets
Cultivate and reframe existing products, offerings, revenue streams and competencies	**Sustaining Growth** *(shorter-term planning horizon; mining the core)*		
Cultivate and collaborate with external partners for products, offerings, revenue streams and competencies		**Transformative Growth** *(intermediate-term planning horizon; advancing into adjacencies)*	**Disruptive Growth** *(long-term planning horizon; incite breakthroughs)*



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Mission/vision statements

- According to the Economist, Steve Jobs' mission statement for Apple in 1980 was:

  "To make a contribution to the world by making tools for the mind that advance humankind."
- Google
- Samsung
- Amazon
- 3M
- Walmart

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Sustaining growth innovation

Strengthen and defend the core!
Consciously sustain the core through continuous, incremental innovations.

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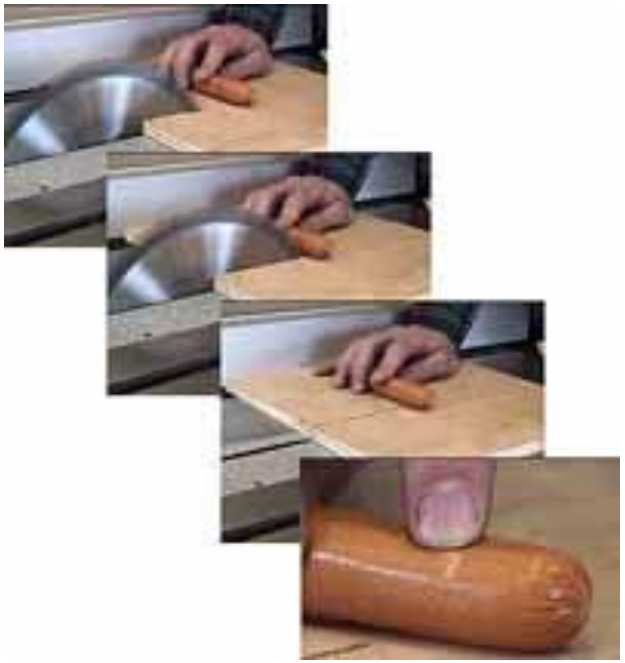
What are the relevant benefits?



Saw Stop Demo explained

Transformative growth innovation

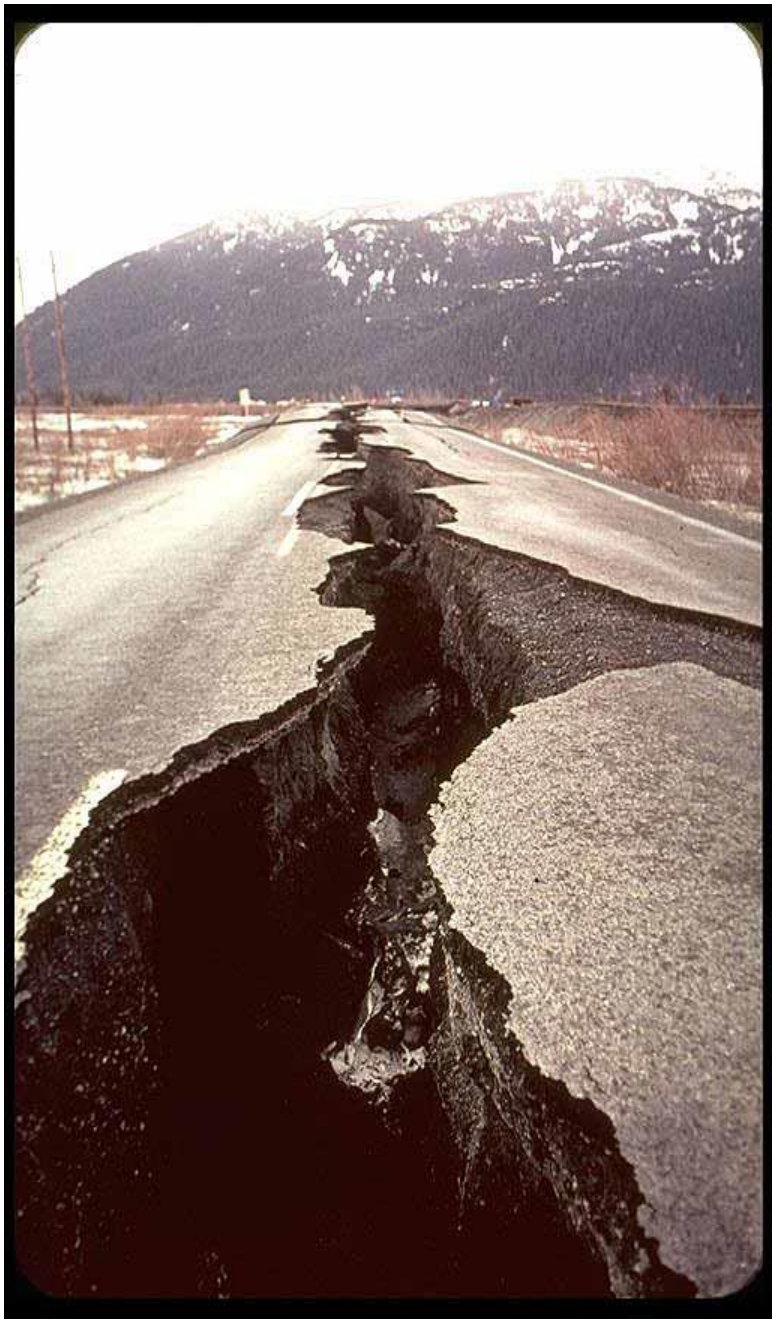
Look for innovative ideas to create value in markets adjacent to your core customers, and/or with products, services and processes that move beyond incremental improvements. Build on relationships and assets you already have. Broaden your areas of collaboration.

Blue Ocean Strategy & the World

Blue Ocean Strategy & the World

Disruptive Growth Innovation

- Implies more dramatic breakthroughs
- Often enabled by new technology or significant social discontinuities
- May be triggered by new demands (e.g., legislation)
- Generally favors new entrants over incumbents



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What is disruptive innovation?

Scott Anthony

Innovation is the process and/or output of creating and realizing external value from that which is new –

BUT …

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How can you sustain it?

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IBM's Century of Renewal

©Linda Gorchels

IBM's Century of Renewal

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The Innovation Paradox

Robert C. Wolcott

Lead through Insights

- Become more intentional about sharing visions and direction.
- Keep communication as dynamic as changes in the environment.
- Codify and disseminate stakeholder hindsight and foresights.

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Hindsight
Insight
Foresight

Interface

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Which are category originals?

- Nintendo wii
- Facebook
- Kindle
- Apple iPad

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Apple's brilliance was not in being the first to put down a piece of the puzzle.

Apple's brilliance was in being the first to put down the **LAST** piece of the puzzle.

Source: Ron Adner, "Match Your Innovation Strategy to Your Innovation Ecosystem," *Harvard Business Review*, April 2006

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Apple Newton ad: mid-1990s

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Lead through governance

Leadership

Strategy & mission

Insights

Governance

Innovation governance refers to how particular companies choose to allocate responsibilities for -- as well as lead and manage – the "inputs" required for innovation.

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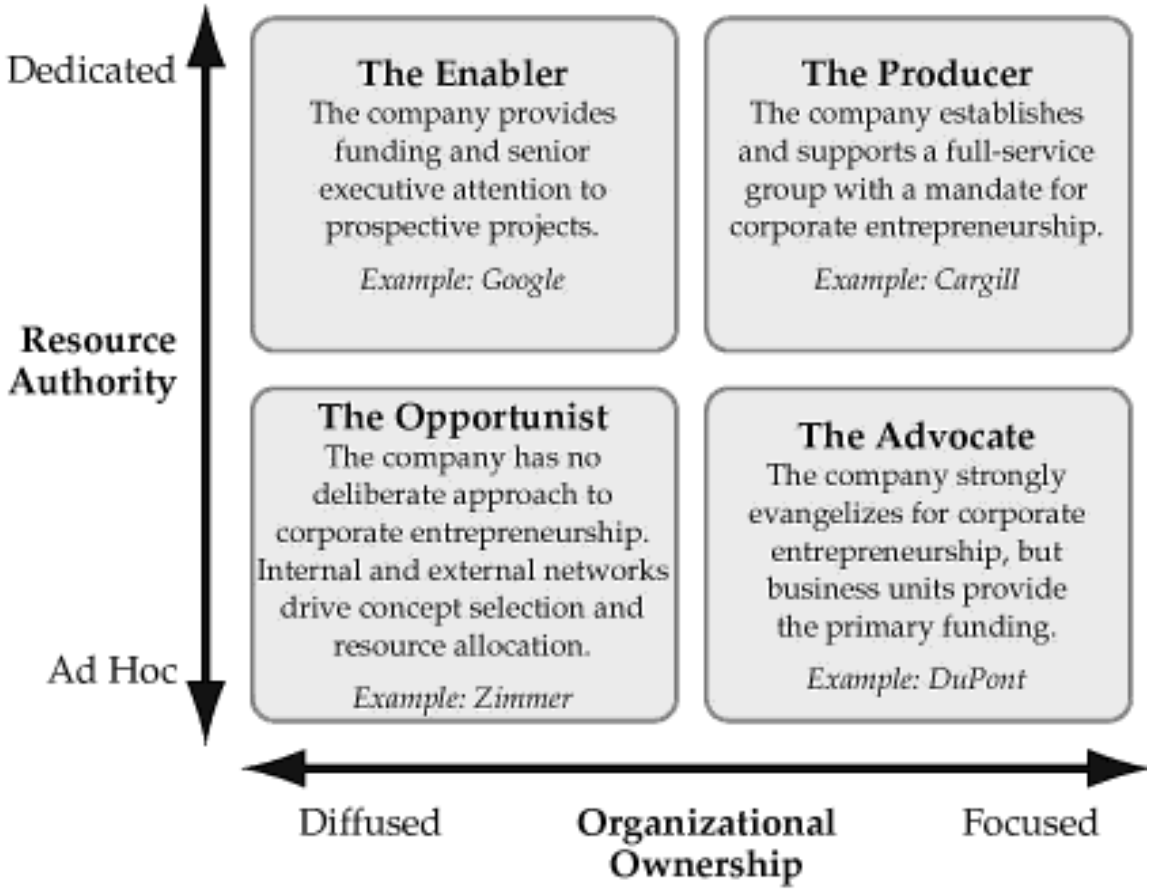
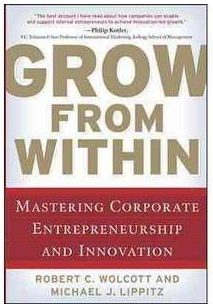
David Kester, Design Council

©Linda Gorchels

Wolcott-Lippitz Governance Model





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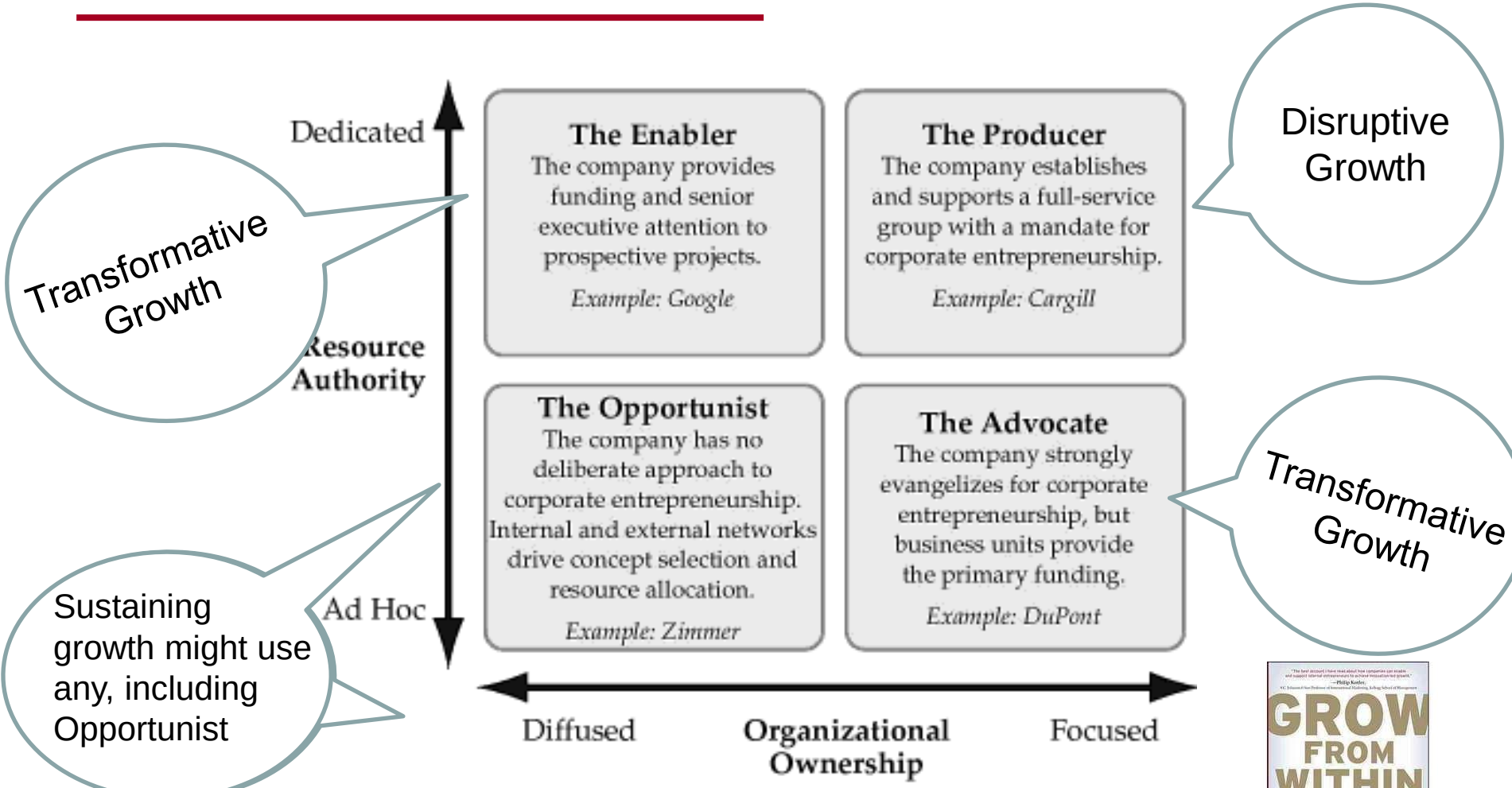
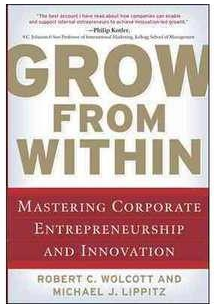
Link governance to growth arena





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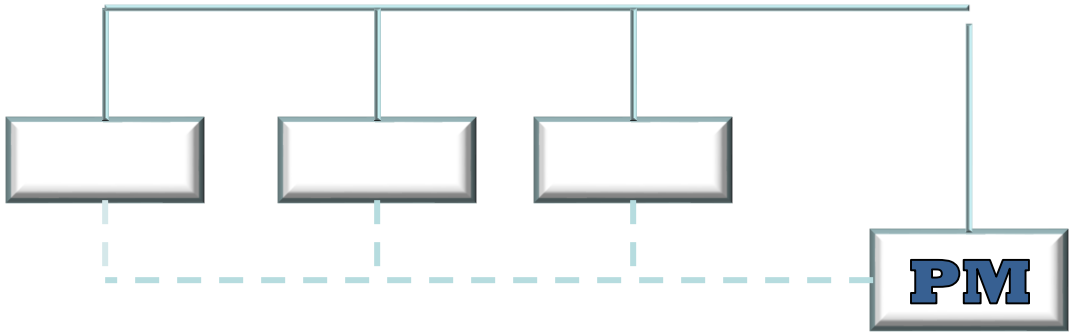
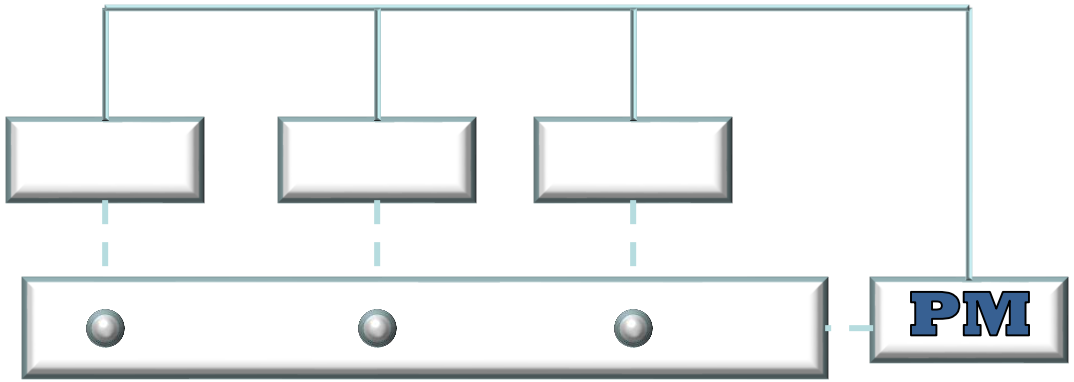
Clarify Team Structure

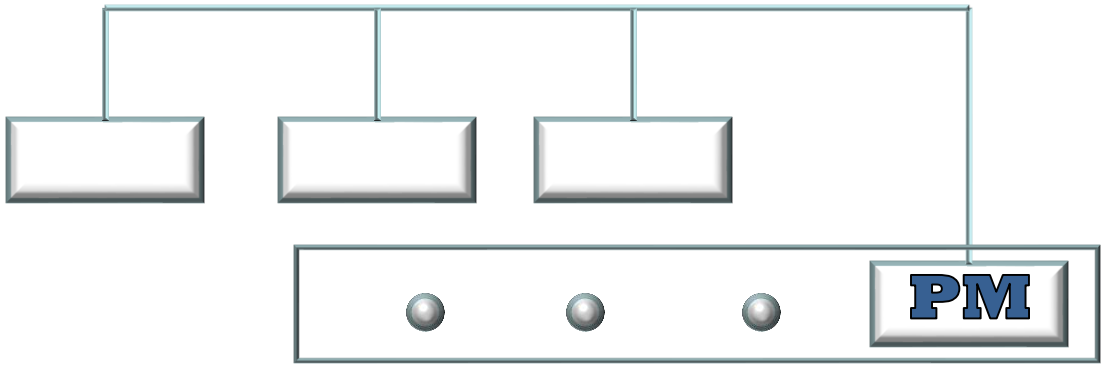
Transparent



Heavyweight



Autonomous



Manage (dis)trust

- Recognize the right people and avoid exploitation of ideas
- Don’t allow attention to process or errant metrics to get in the way of communication
- Avoid devaluation of non-dominant disciplines

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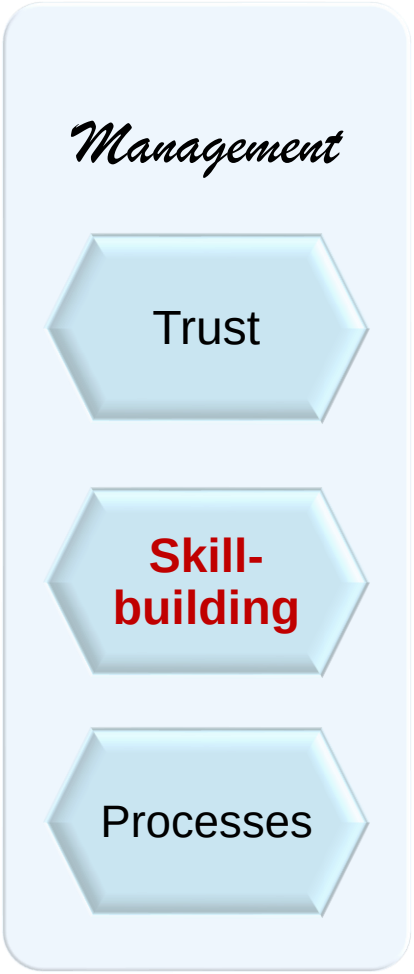
Manage skill-building



WholeBrain

Try to build a "whole brain" company.

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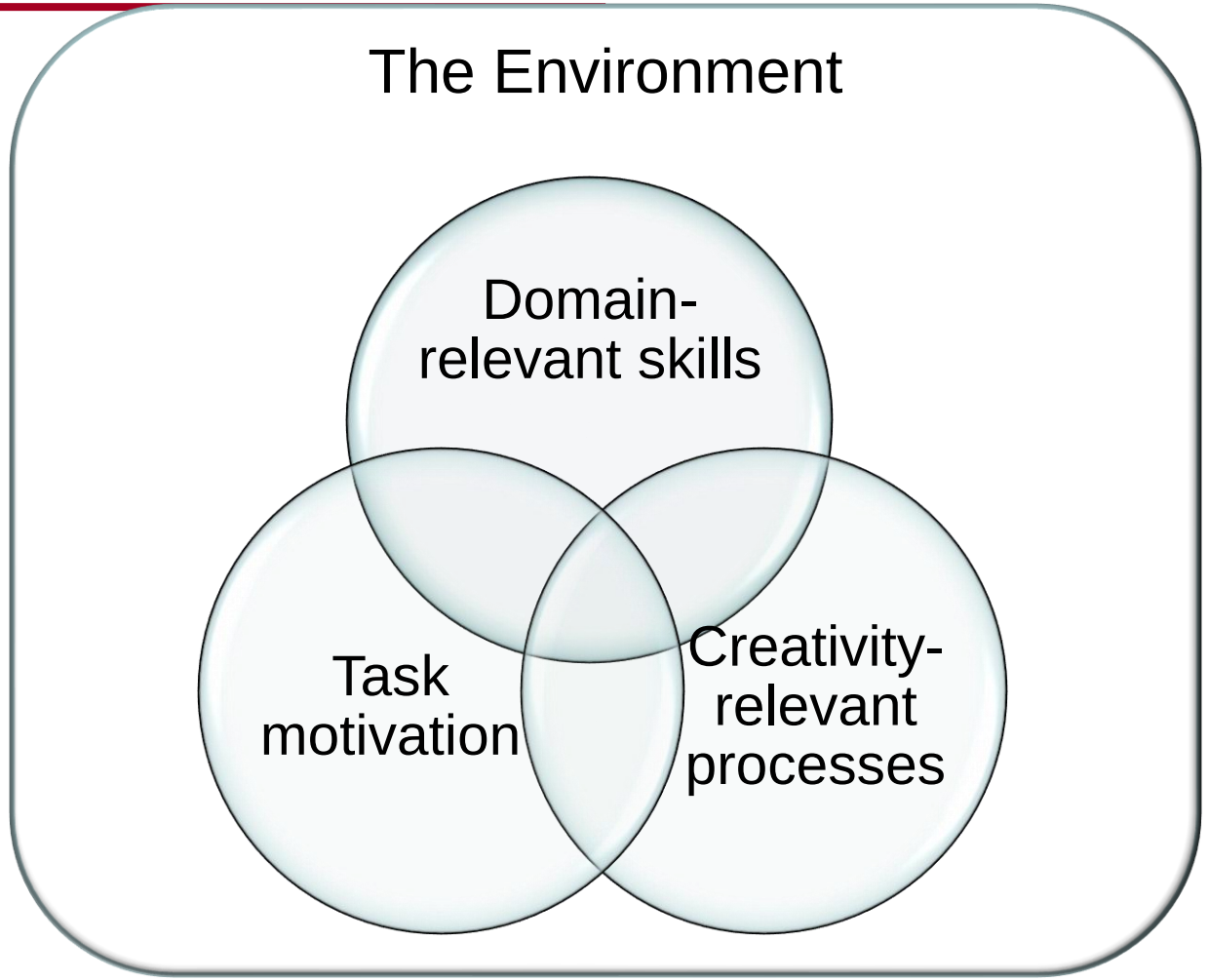
Componential Model of Creativity



Adapted from Teresa M. Amabile, Working Paper: "*Componential Theory of Creativity,"* April 26, 2012.

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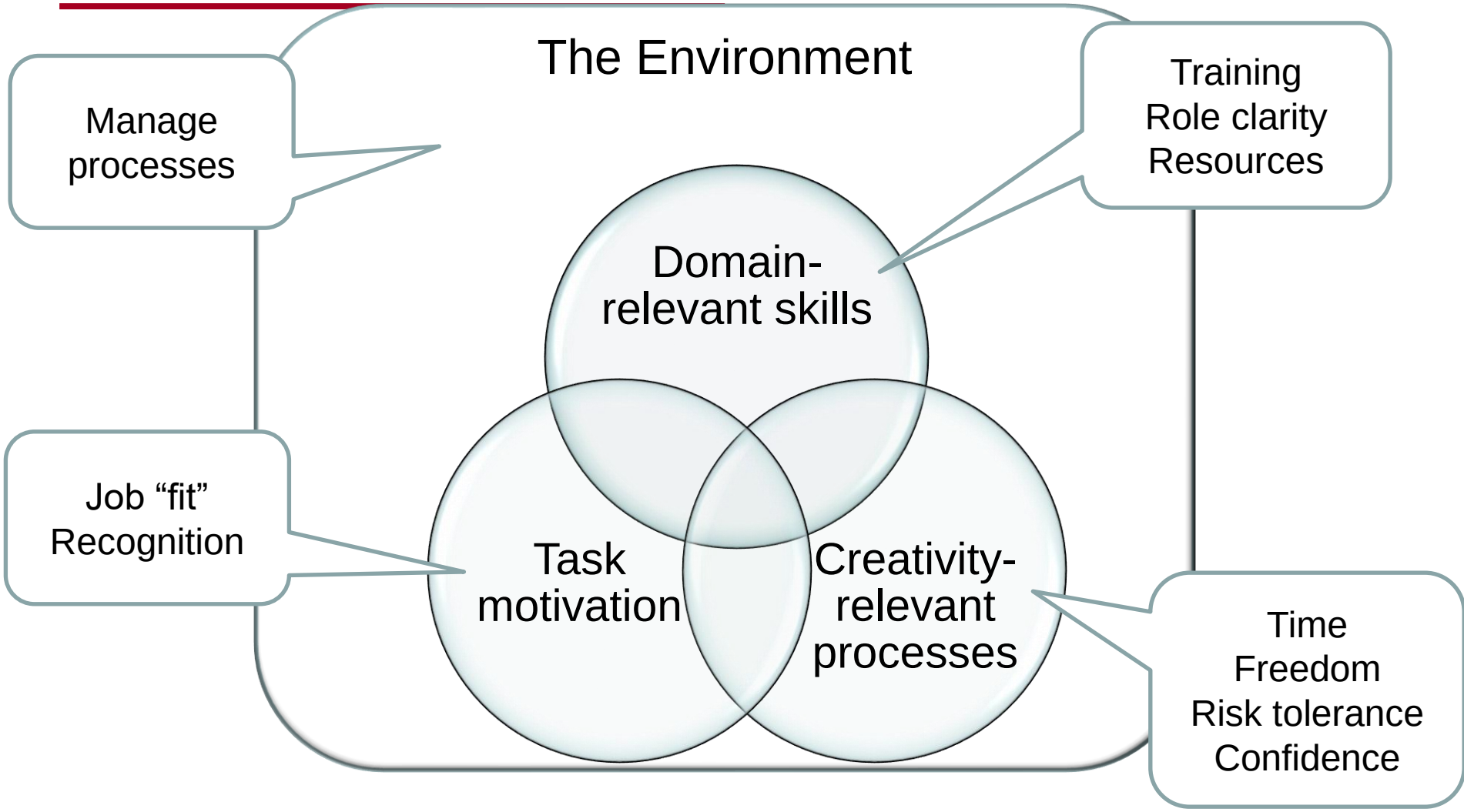
Managers contribute to each area



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Manage processes

Management

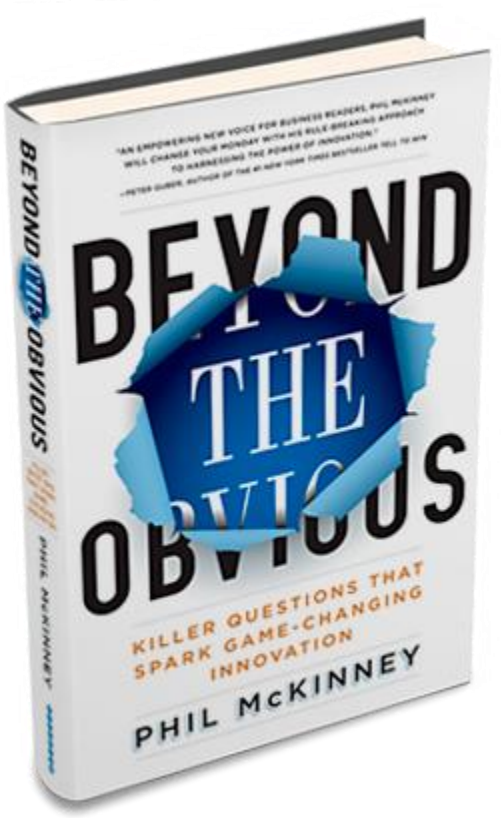
- Trust
- Skill-building
- **Processes**

Focus

Ideation

Ranking

Execution



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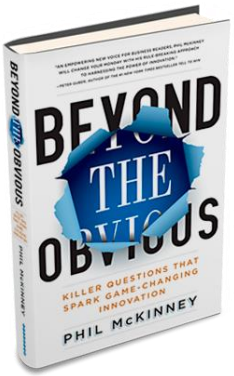
Too many processes?

- What can you streamline?
- Automate?
- Simplify?
- Eliminate?
- Combine?

Focus



- Define the issue to be explored
- Establish boundaries with gates

The Paradox of Structure

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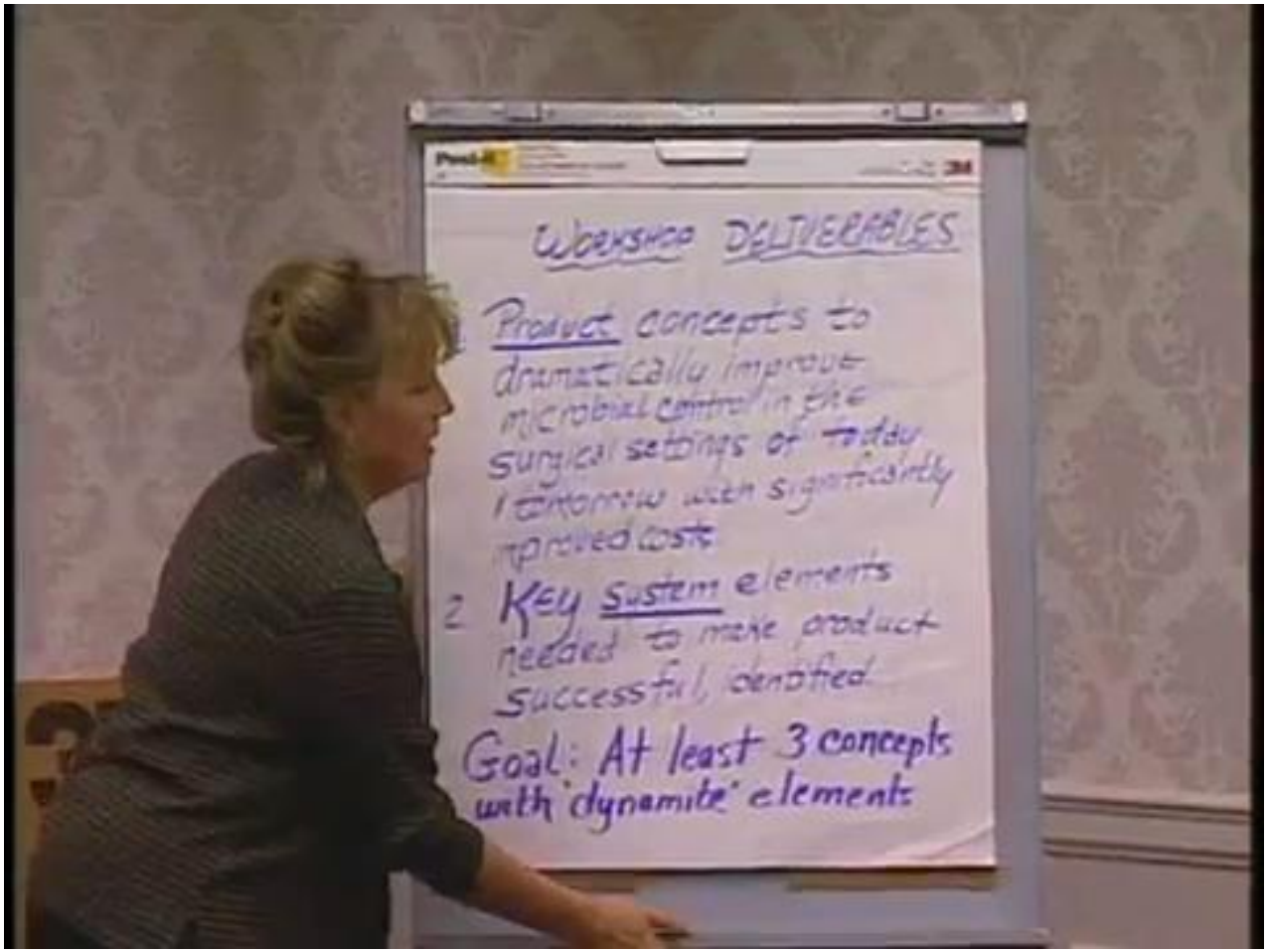
Providing ideation focus



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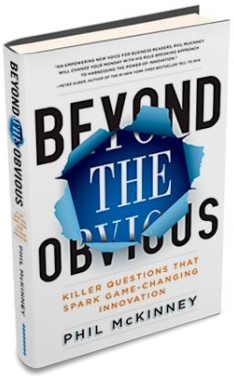
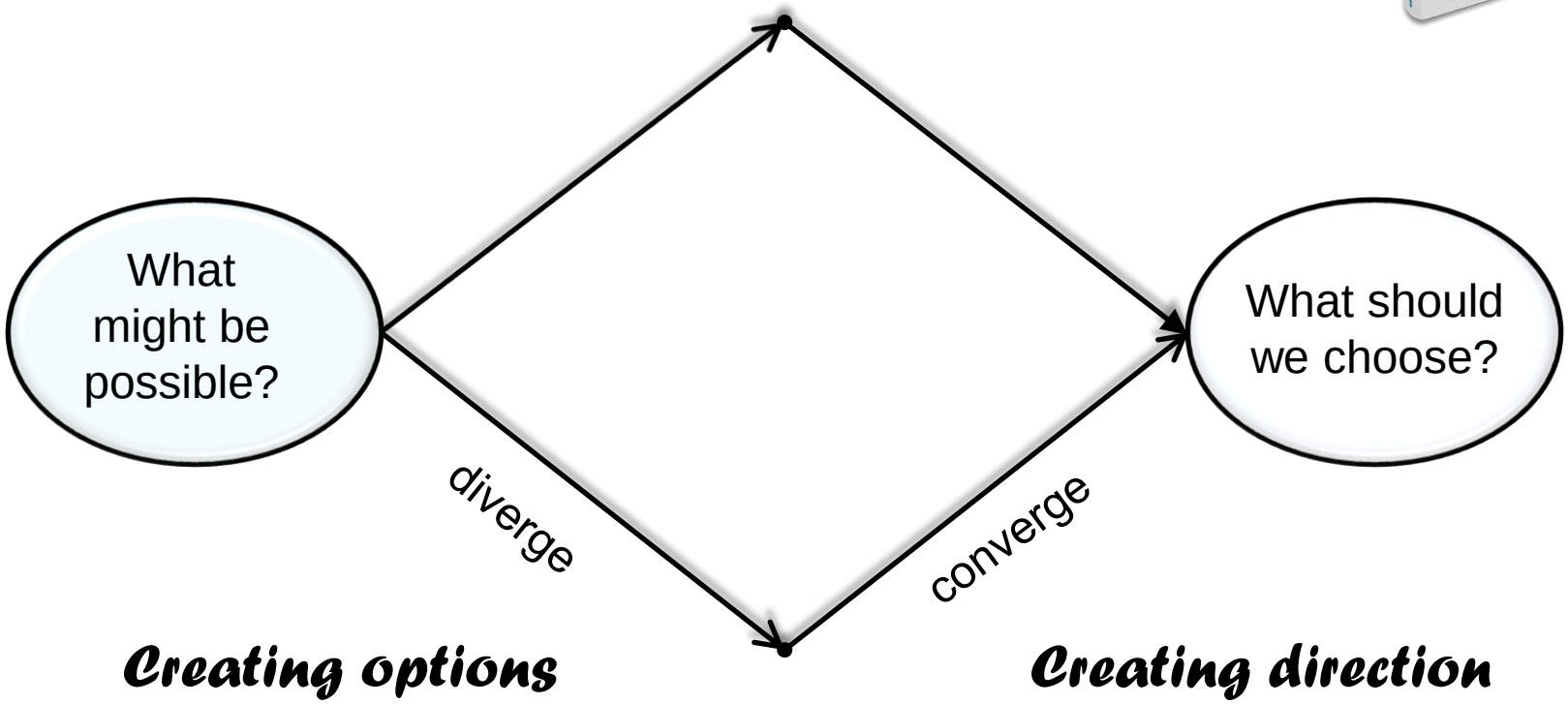
Ideation





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- Inspire active experimentation
- Think in terms of “enlightened trial-and-error”

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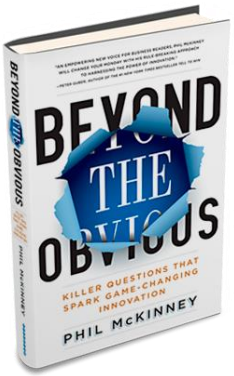
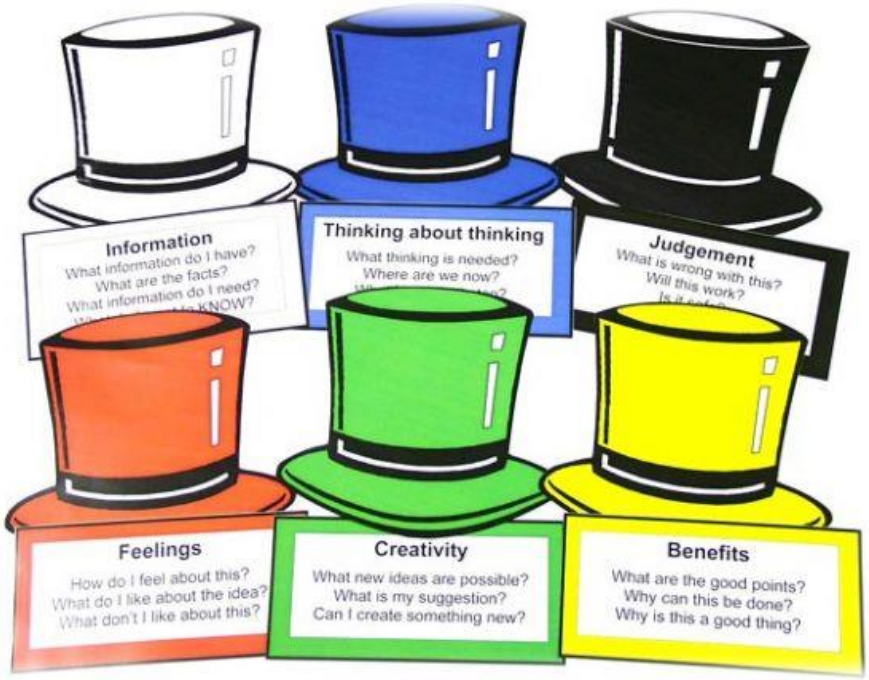
IDEO Deep Dive

Ranking



- Evaluate potential from a variety of perspectives.
- One potential tool:
  - De Bono's Six Hats



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White hat

The information-seeking hat

- What are the facts?
- What information is available? What is relevant? What is missing?
- Wearing the white hat allows you to present and consider information in a neutral and objective way.

Pure facts, figures and objective information

Blue hat

The reflective hat

- Sets the focus, calls for the use of other hats
- Monitors and reflects on the thinking processes used
- Blue is for planning
- Wearing the blue hat, you might: set the agenda, suggest the next step, or ask for a summary.

Cool and controlled; rule over other hats.

Black hat

The cautious hat

- Does the suggestion fit the facts, the experience or the system?
- What are the risks or dangers involved?
- Wearing the black hat allows you to consider information critically and logically.
- Do not overuse or use too early!

Devil's advocate; logical negative judgment; why it won't work

Red hat

The intuitive hat

- What do you feel about the suggestion?
- What are your gut reactions? Don't think too long or too hard
- What intuitions do you have?
- Putting on the red hat, you express how you *feel* about the information.

Emotions and feelings; hunches and intuition

Green hat

The creative hat

- Green represents growth and movement.
- What new ideas or additional alternatives might we consider?
- Can we do this in a different way?
- Wearing the green hat encourages creativity, possibilities, new perceptions and lateral thinking.

Fertile, creative, new ideas, movement, provocation

Yellow hat

The sunshine hat

- It is positive and constructive
- Look for how something ***can*** be done, why it ***could*** work.
- What are the benefits, the advantages?
- Yellow hat thinking is a deliberate search for the positive; it searches for benefits that are not always immediately obvious.

Sunshine, brightness and optimism; positive constructive thought

Edward de Bono

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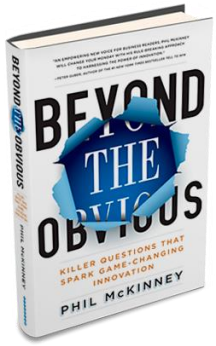
Execution



- Put the ideas into action to create value.
  - Project management
    - Stage-gate
    - Agile
    - Informal
    - Function-specific
  - Resources
  - Financial validation
  - Market validation

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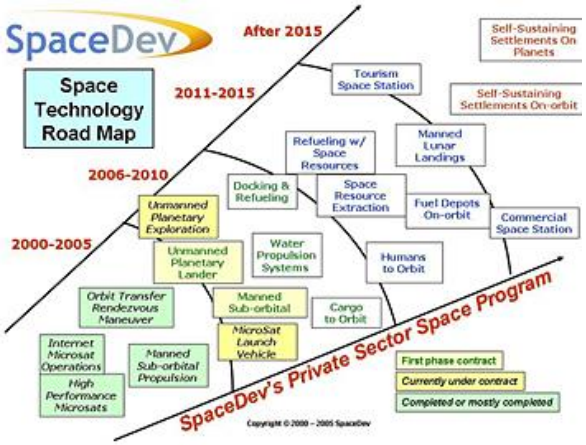
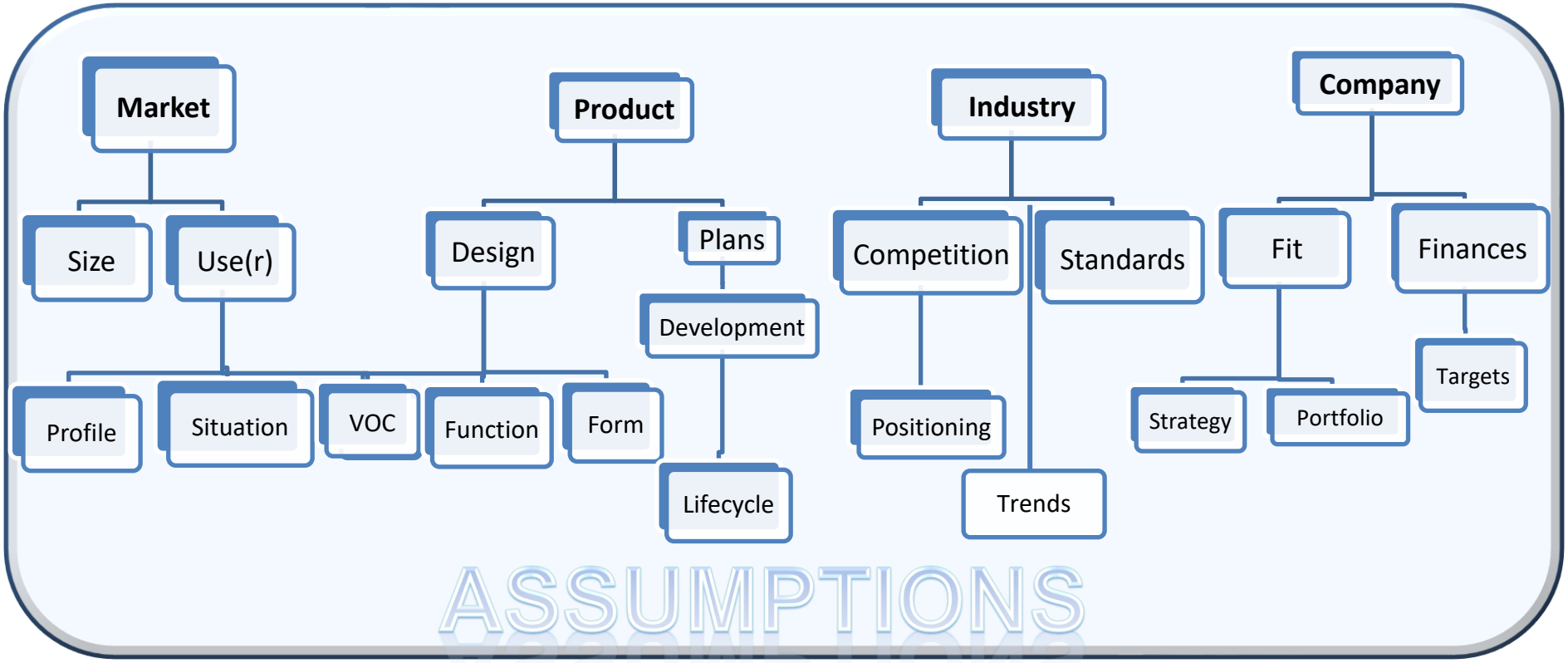
Roadmap basics

- A product roadmap is the business plan for the product owner
  - Containing probable scenarios based on current expectations, forecasts & assumptions
  - to aid in managing a product line's growth
- A roadmap is not a project plan, but rather a strategy, business planning and communication tool.



Business case components



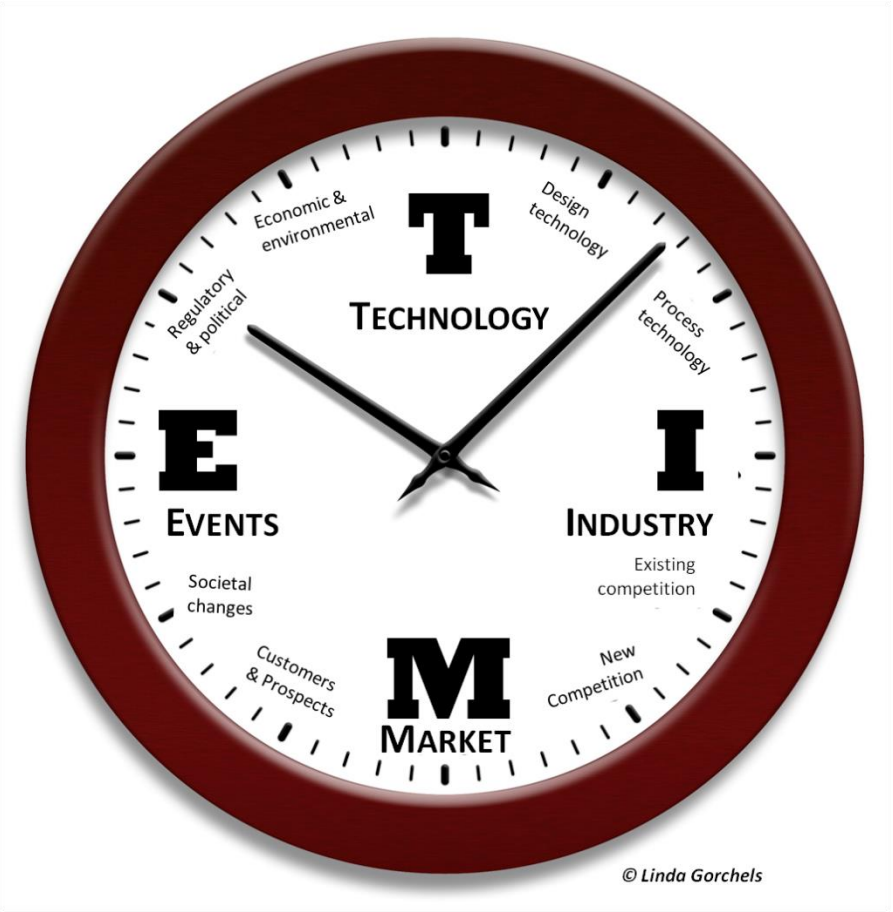
Study external forces, interactions

External

Forces

Interaction

Embrace a long-term outside-in approach to innovation



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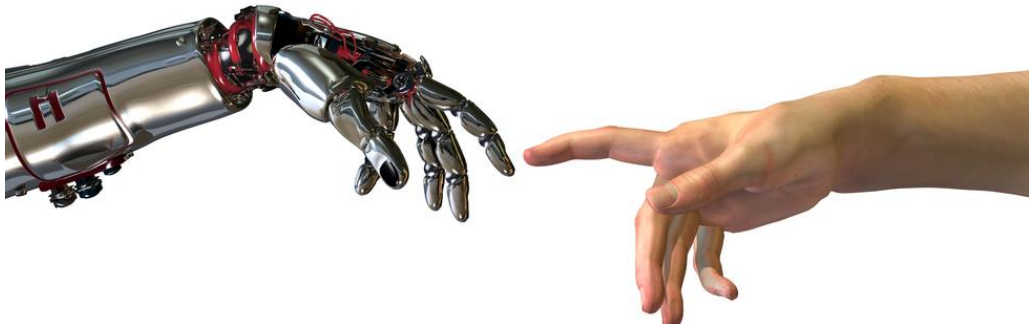
Technology

- Describe technology, science & innovation in your industry and in similar industries.
  - Can technologies from other industries be adapted?
  - Are novel applications possible?
- What technological changes are expected or anticipated?



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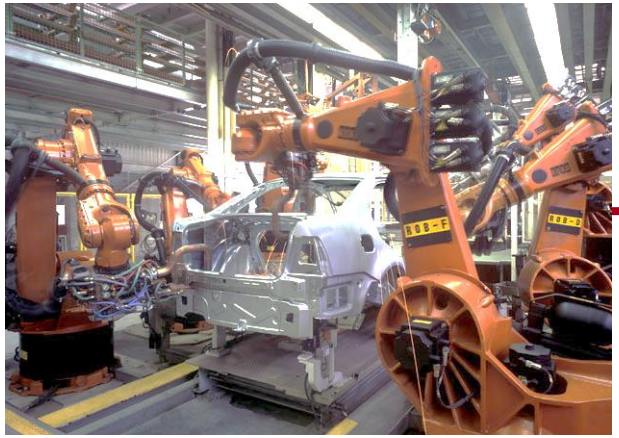
TOLL - 10 C



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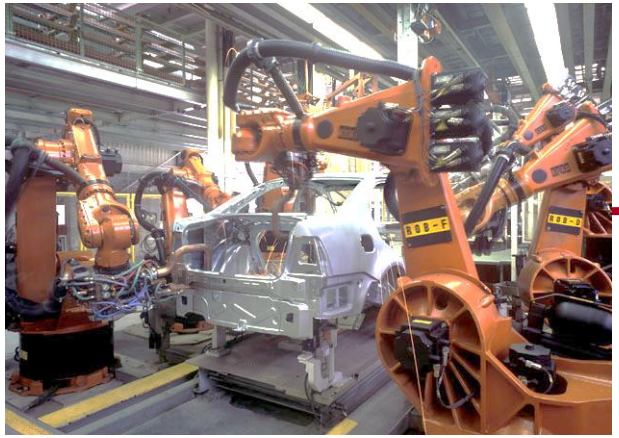

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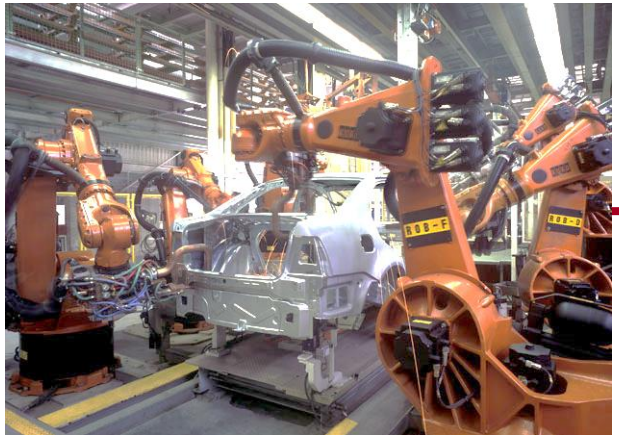

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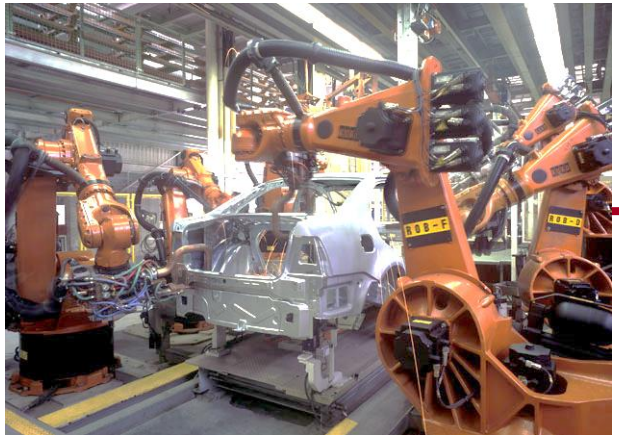

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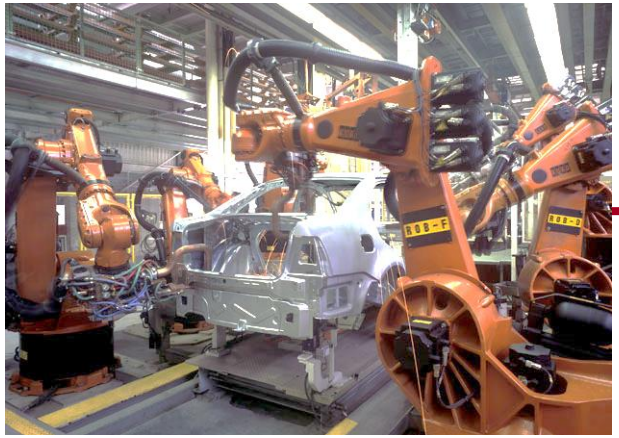

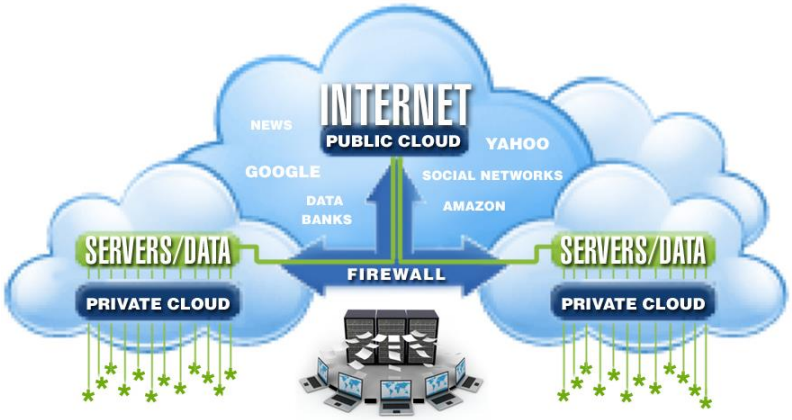

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A self-serve world is changing the nature of jobs.

© Linda Gorchels

Meet Baxter

Interacting with Baxter is more like working with a person than operating a traditional industrial robot.

© Linda Gorchels

Replace a driver?

Revolutionize prototyping?

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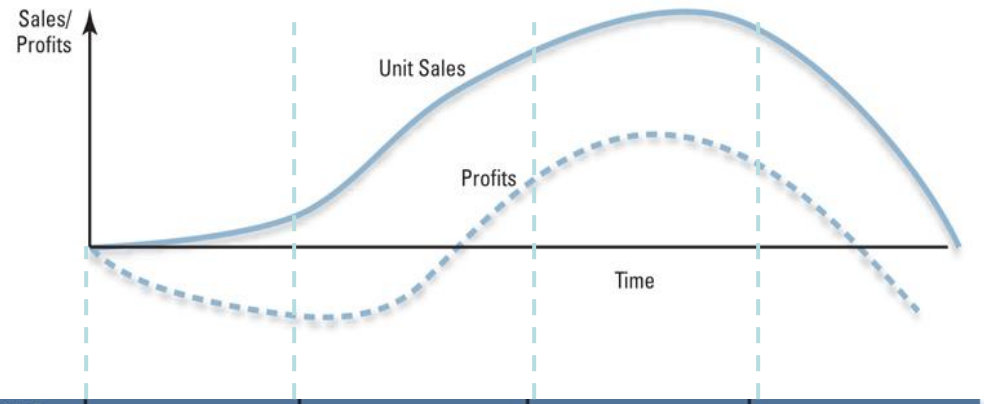
Industry & competition

- Think about your current or prospective industry. What changes are occurring that might trigger innovation for your firm? How might product life cycles affect innovation?
- Who are your direct competitors and why?
- How are you uniquely positioned compared to these competitors? What is your value proposition and how will you innovate to maintain it in the future?

Institutional blindness

Stages of the Industry Life Cycle

The value is not as a predictive tool but rather as an insight tool.



Stage / Factor	Introduction	Growth	Maturity	Decline
Generic strategies	Differentiation	Differentiation	Differentiation Overall cost leadership Focus	Overall cost leadership Focus
Market growth rate	Low	Very large	Low to moderate	Negative
Number of segments	Very few	Some	Many	Few
Intensity of competition	Low	Increasing	Very intense	Changing
Emphasis on product design	Very high	High	Low to moderate	Low
Emphasis on process design	Low	Low to moderate	High	Low
Major functional area(s) of concern	Research and development	Sales and marketing	Production	General management and finance
Overall objective	Increase market awareness	Create consumer demand	Defend market share and extend product life cycles	Consolidate, maintain, harvest, or exit

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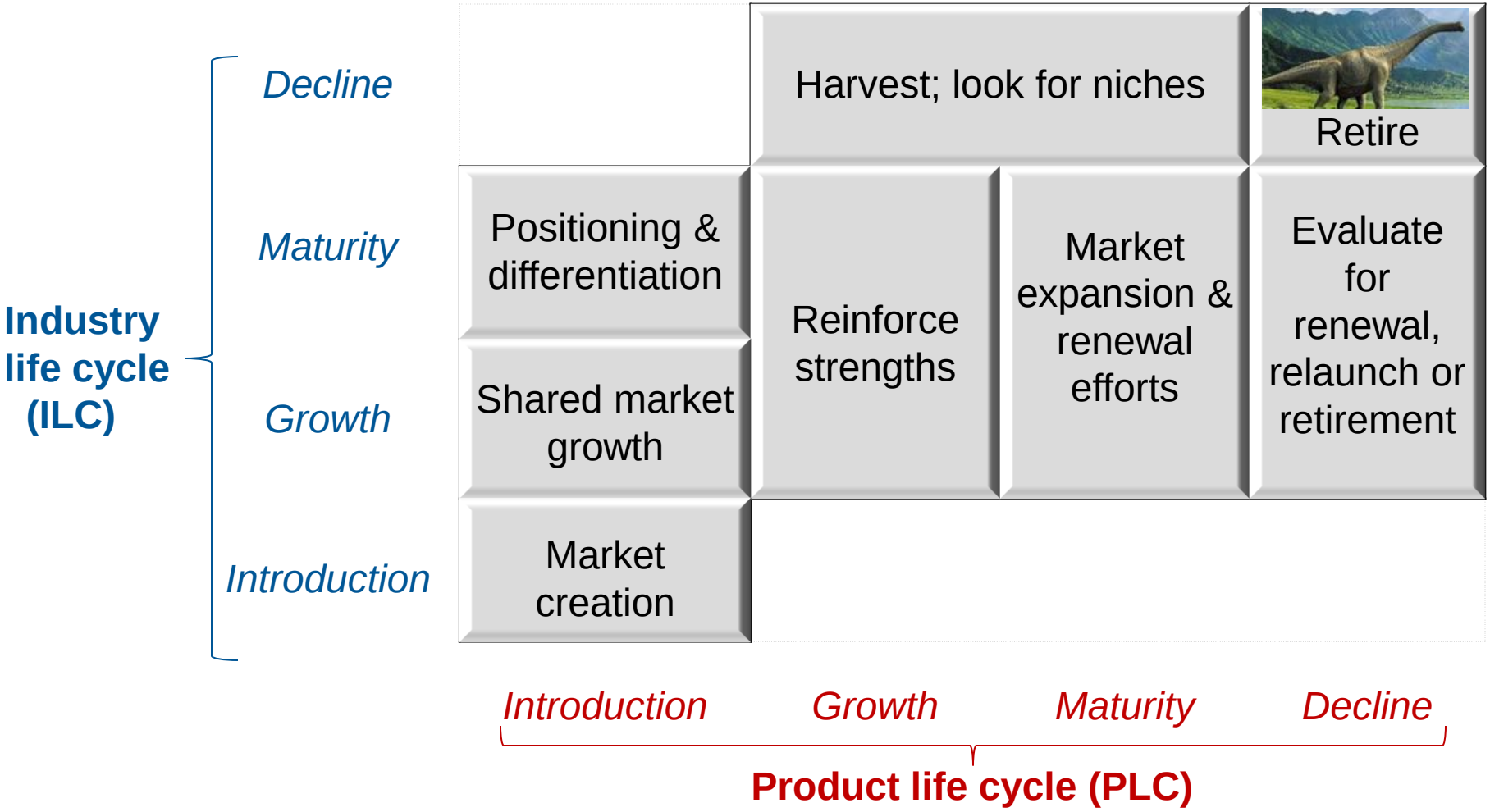
Adjust strategies for ILC/PLC link



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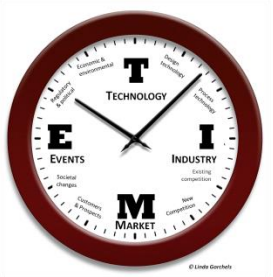
Market



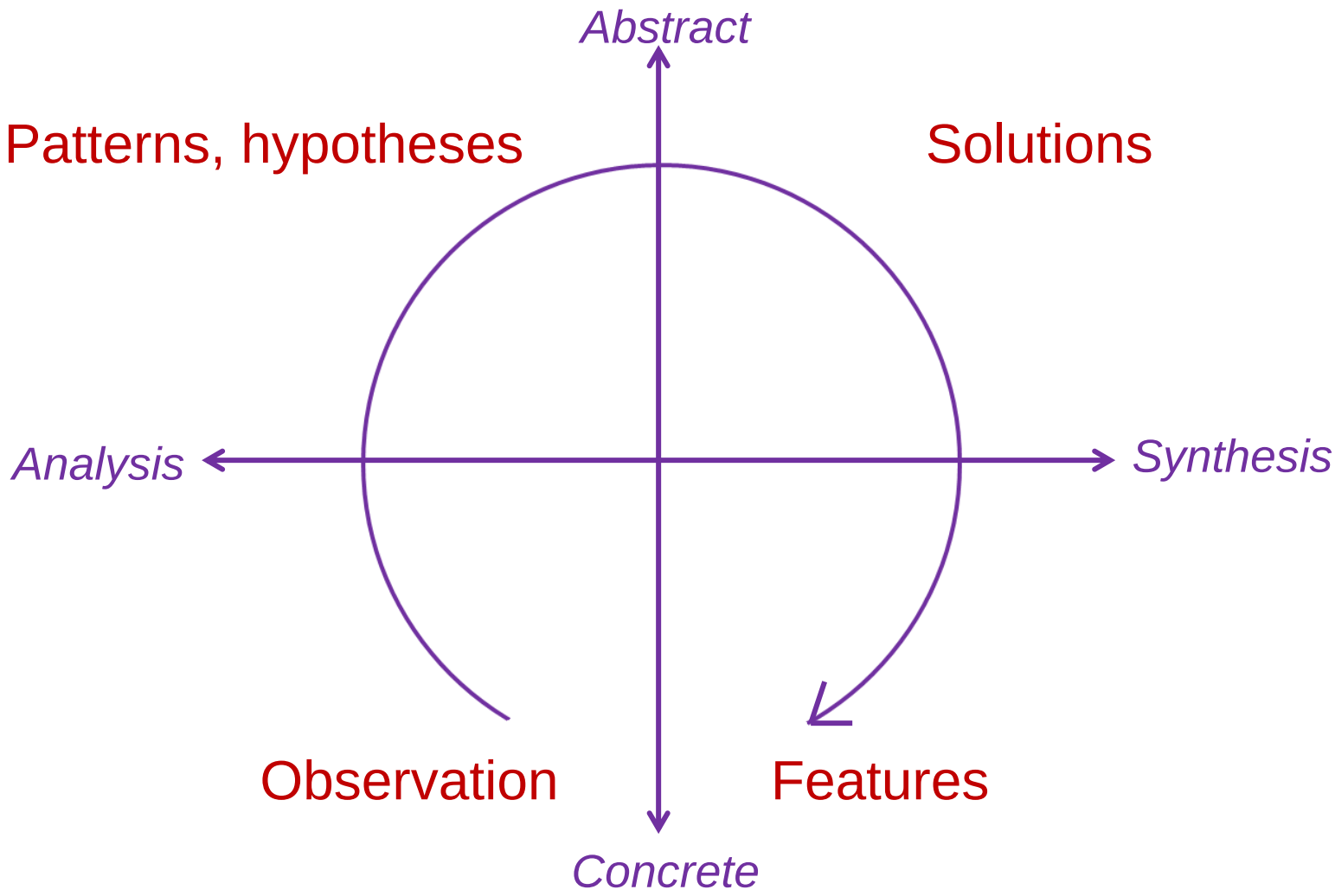
- Is your primary market stable, growing, or declining? Have you saturated this market, or is there room for profitable growth?
- How might this change in the future, and what will be the implications for the types of innovation?
- Are there adjacent markets that offer opportunities for the future innovations?
- How do you get market inputs for innovations?

Ethnography

What are the benefits and drawbacks of Ethnography?

Gerry Katz
Executive Vice President
Applied Marketing Science, Inc

Seek out patterns



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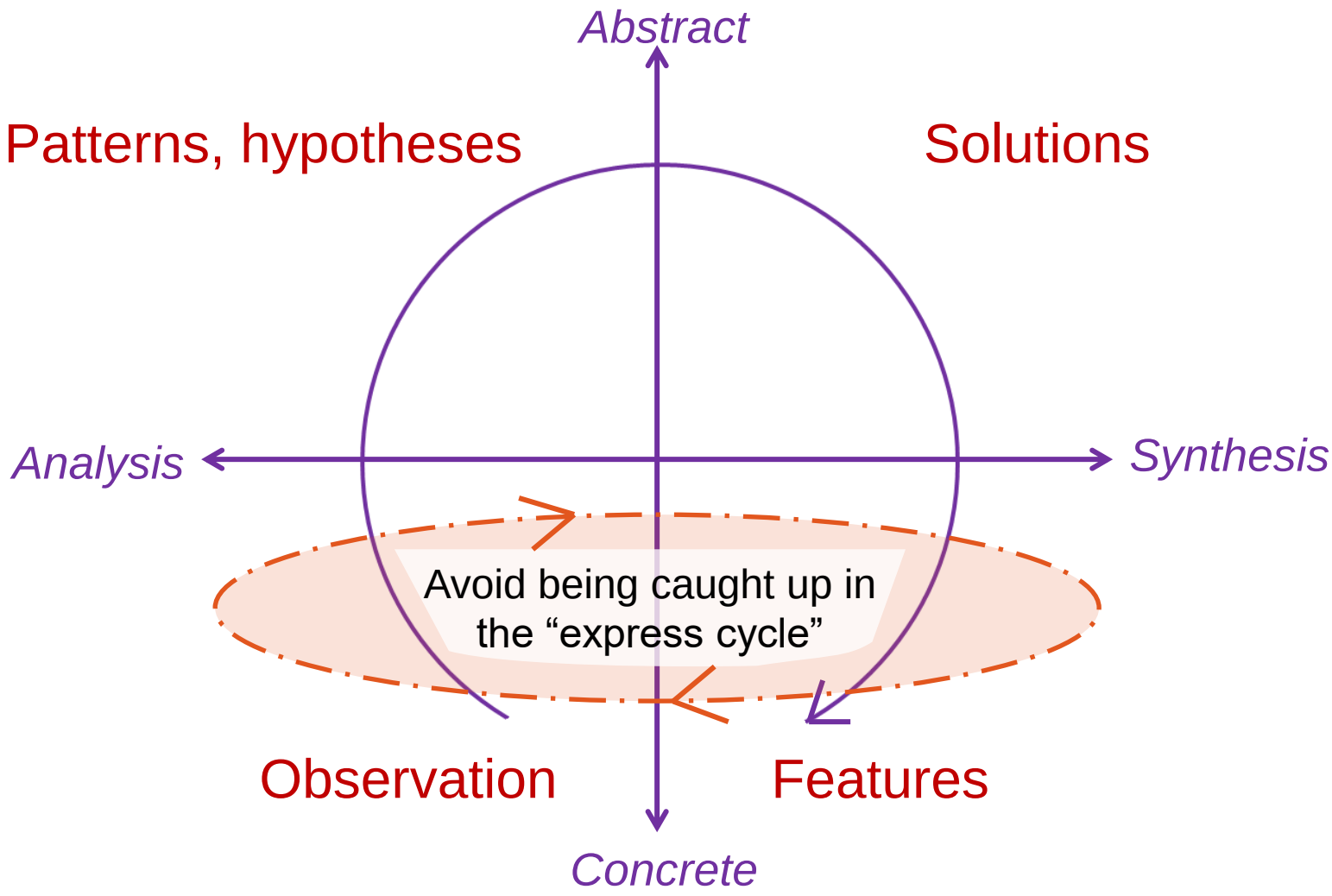
Adapted from Sara Beckman: Applying Design Thinking Principles in Product Management, UC Berkley Center for Executive Education, March 4, 2009.

Avoid short-cuts



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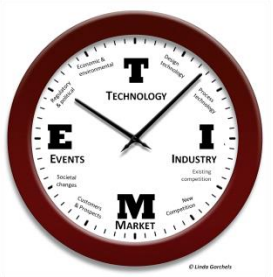
Adapted from Sara Beckman: Applying Design Thinking Principles in Product Management, UC Berkley Center for Executive Education, March 4, 2009.

timE Economy, environment, etc.



- What pending legislation might affect your future?
- Are there existing laws or requirements that pose opportunities or threats?
- What types of innovations might be necessary to respond to these issues?

Here's where we are now:

- define and build on the components of creativity
- heighten your personal creative thinking

Psychology of creativity

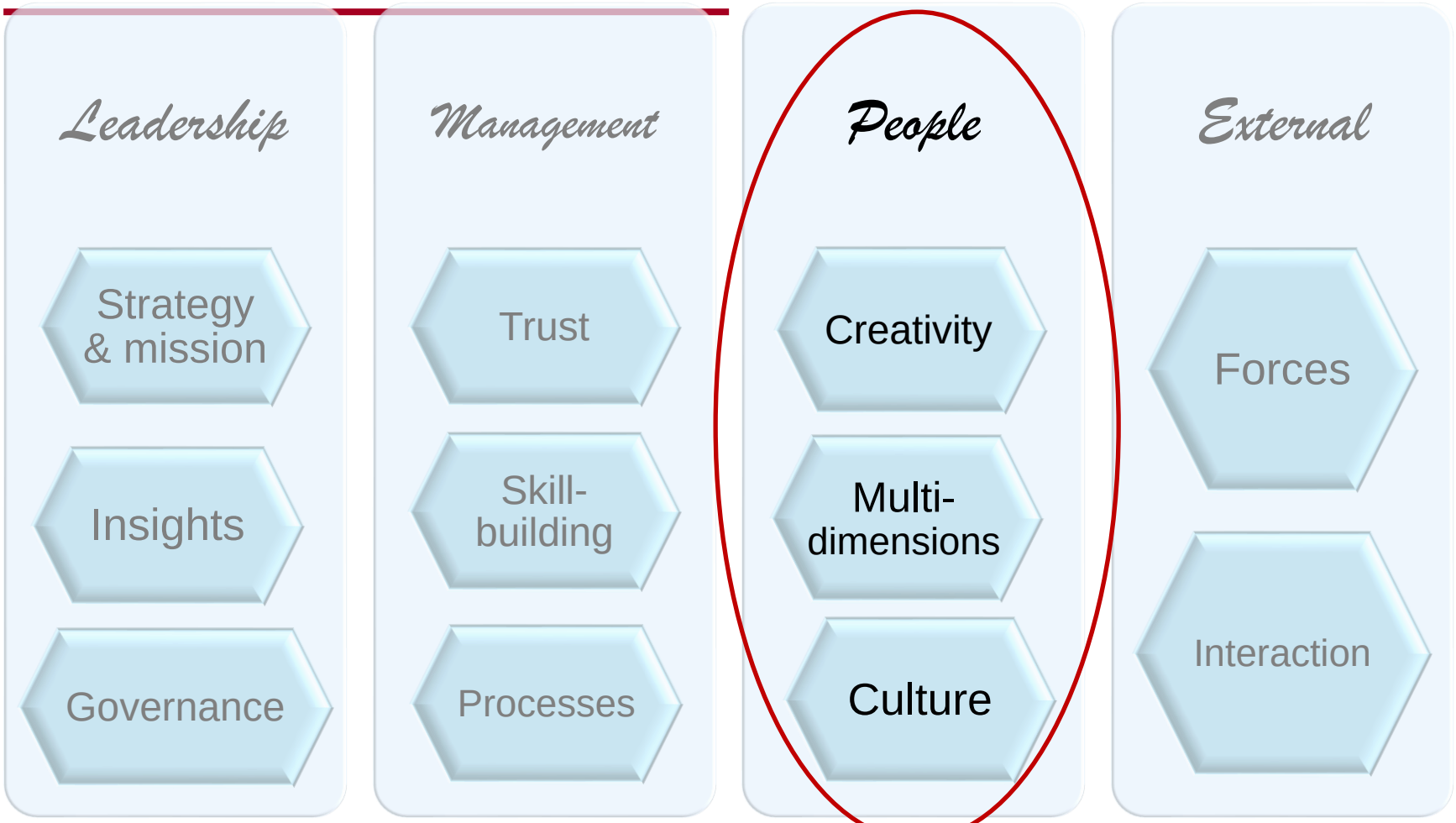
- discern leadership and management roles in establishing direction and processes of innovation

Disciplined creativity leading to innovation

- identify ways to nurture creativity (and innovation) within a company's culture

Nurture the cultural ecosystem

Interrelated organizational factors



Adapted from Peter van den Brink, "Organizational Competencies for Radical Innovation" University of Twente, 2005.

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Nurture the cultural ecosystem

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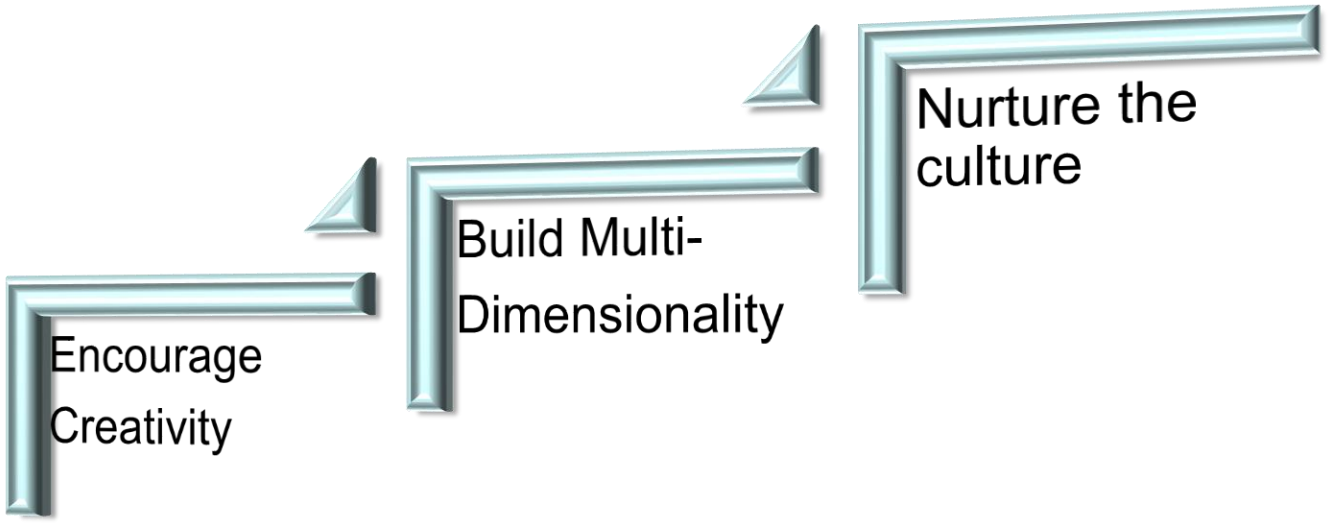
The People Element

People

- Creativity
- Multi-dimensions
- Culture



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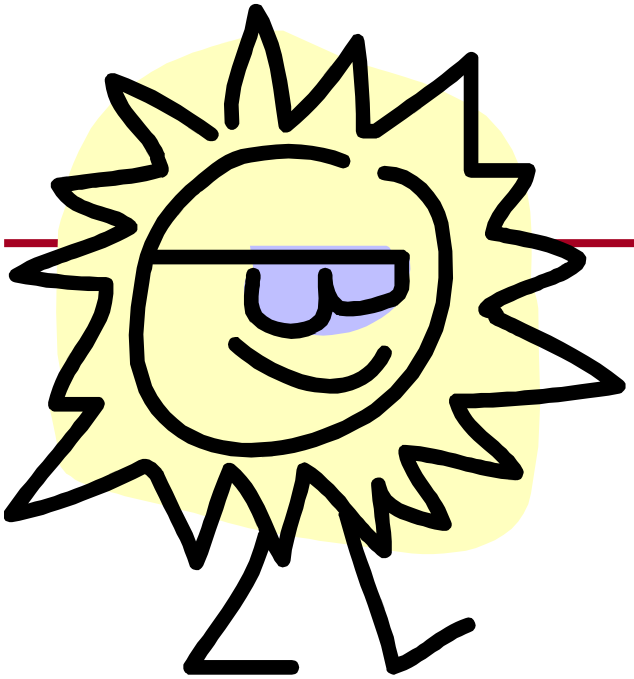

Curious

Resilient

Extrospective

Autonomous

Tenacious

Introspective

Versatile

Energetic

How can managers encourage or promote employee creativity each of these areas?

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Curious

- Promote life-long learning
- Provide tuition assistance and/or time off for education when possible.
- Fund relevant research
- Provide creativity and/or innovation training
- Hire T-shaped individuals.

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MULTI

Multi-functional teams
versus
Multi-faceted individuals

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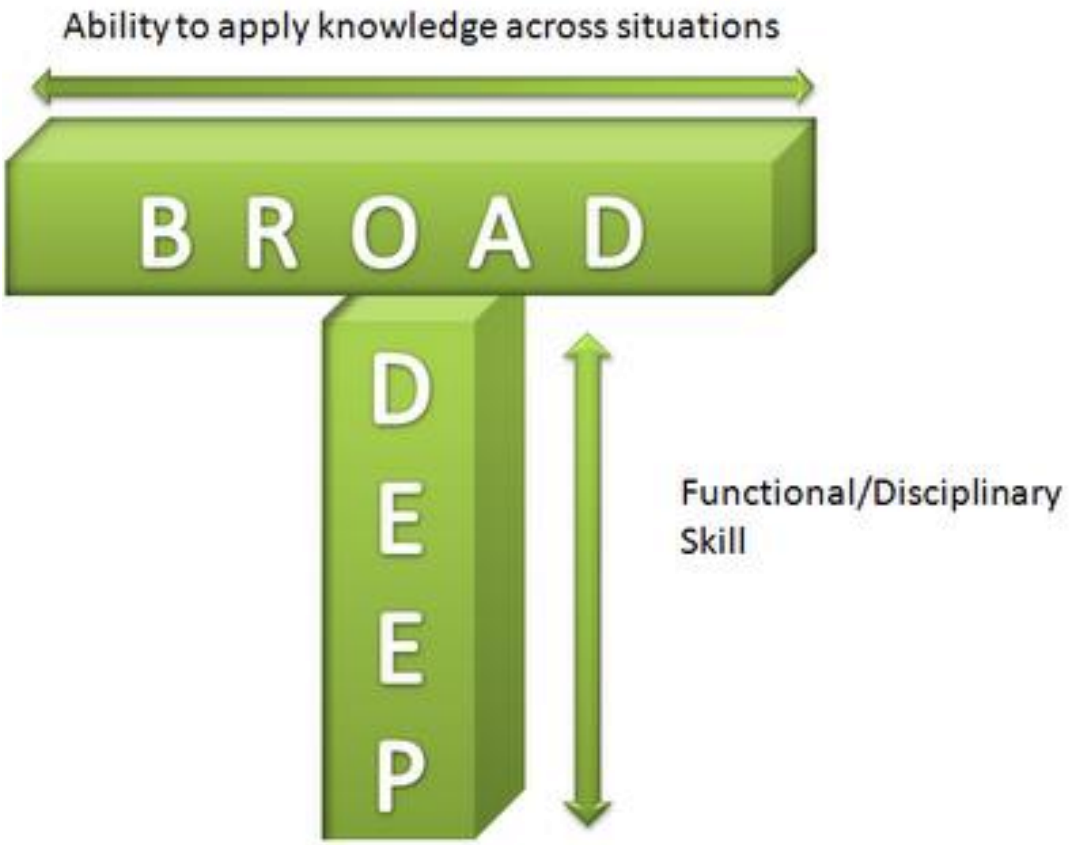
T-shaped corporate entrepreneurs



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Resilient

Give employees low-risk opportunities where failure is an option

Extrospective

- Promote information sharing / collaboration
- Sponsor speakers and events
- Test crowd-sourcing and open innovation
- Consider sabbaticals or similar activities

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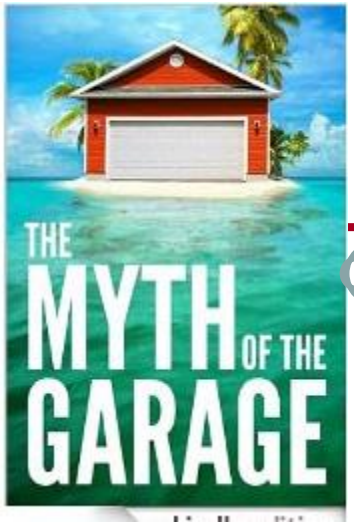
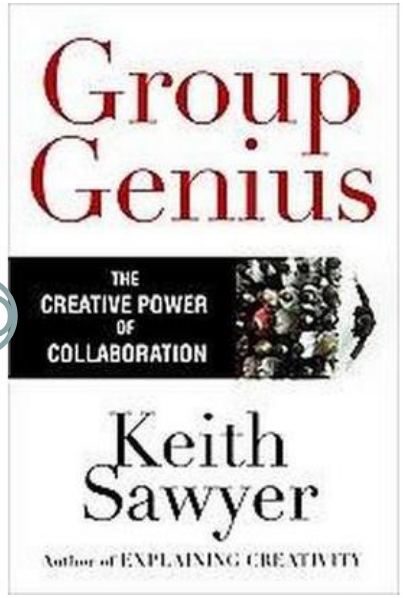


"…entrepreneurial triumphs aren't due to lonely, iconoclastic work– they're "eminently social."

Chip Heath. The Myth of the Garage

"Collaboration drives creativity because innovation always emerges from a series of sparks – never a single flash of insight."

Keith Sawyer. Group Genius



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Open innovation concepts

Co-development	Working with outside partners in development
Collaborative innovation	Networks, alliances, consortia
Joint venture	Formal legal arrangement
Open innovation	Leveraging external sources of technology & innovation
Open-source models	Informally structured collaborations

Source: M. Docherty, "*Primer on Open Innovation*, **PDMA Visions,** April 2006, p. 13.

Co-creation with customer

Henry Chesbrough: Open Innovation

http://www.youtube.com/watch?v=2UDBaDtwXfI

Open networks

- NineSigma (http://www.ninesigma.com/)
- InnoCentive (http://www.innocentive.com/)
- YourEncore (http://www.yourencore.com/)
- Yet2.com (http://www.yet2.com/)

Lead user studies

- Network to identify people, industries or groups who have the greatest need (and likelihood) to have solutions for components of the problem you are trying to solve
- Collect insights from different types of lead users
- Adapt concepts to your internal requirements

Lead user process defined

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Autonomous

Allow (encourage?) time to focus on projects of self-interest.

Provide appropriate privacy

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Tenacious

- Role model determination.
- Showcase successful tenacity.

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Introspective

Match jobs with individual interests where intrinsic rewards are relevant.

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Versatile

Reward a focus on appropriate results rather than solely on processes – especially when processes need to be changed to attain agreed-upon results, or when modified goals attain better results.

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Energetic

- Encourage employee wellness
  - Health club memberships or internal facilities
  - Health insurance discounts for wellness
- Support breaks to recharge
- When possible, allow flextime

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Where and how does culture fit in? What is an innovative culture?

Innovation is linked to culture

Innovation is the process and/or output of creating and realizing external value from that which is new.

Culture is "the way we do things around here." It is how creativity – and innovation – "happen" (or not ...).

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Henry Mintzberg on culture

"Culture is the soul of the organization — the beliefs and values, and how they are manifested. I think of the structure as the skeleton, and as the flesh and blood. And culture is the soul that holds the thing together and gives it life force."

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Positive aspects of culture

Positive

- social glue
- boundary-defining
- common sense of identify
- facilitates commitment

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Negative aspects of culture

Negative

- can be a barrier to change
- can be a barrier to diversity
- can be dysfunctional for new business models

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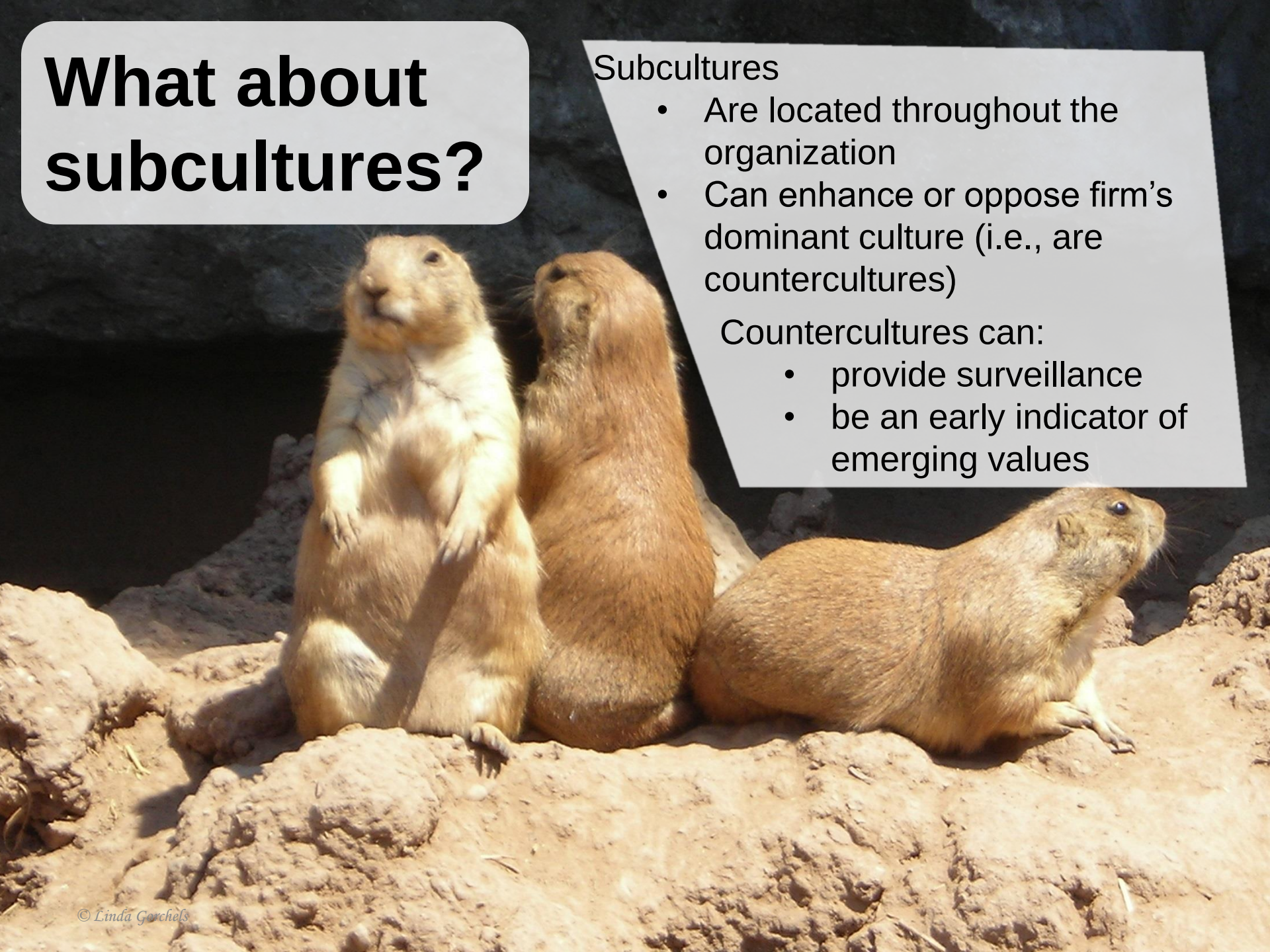
What about subcultures?



Subcultures

- Are located throughout the organization
- Can enhance or oppose firm's dominant culture (i.e., are countercultures)

Countercultures can:

- provide surveillance
- be an early indicator of emerging values

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So, how can a culture be changed?

Consider several angles

- diagnose your overall culture
- audit to understand individual styles and approaches
- build spaces for creative conversation
- establish mentor program
- provide cross-functional creativity and innovation workshops
- consider conscious, imbedded actions toward culture change, if necessary

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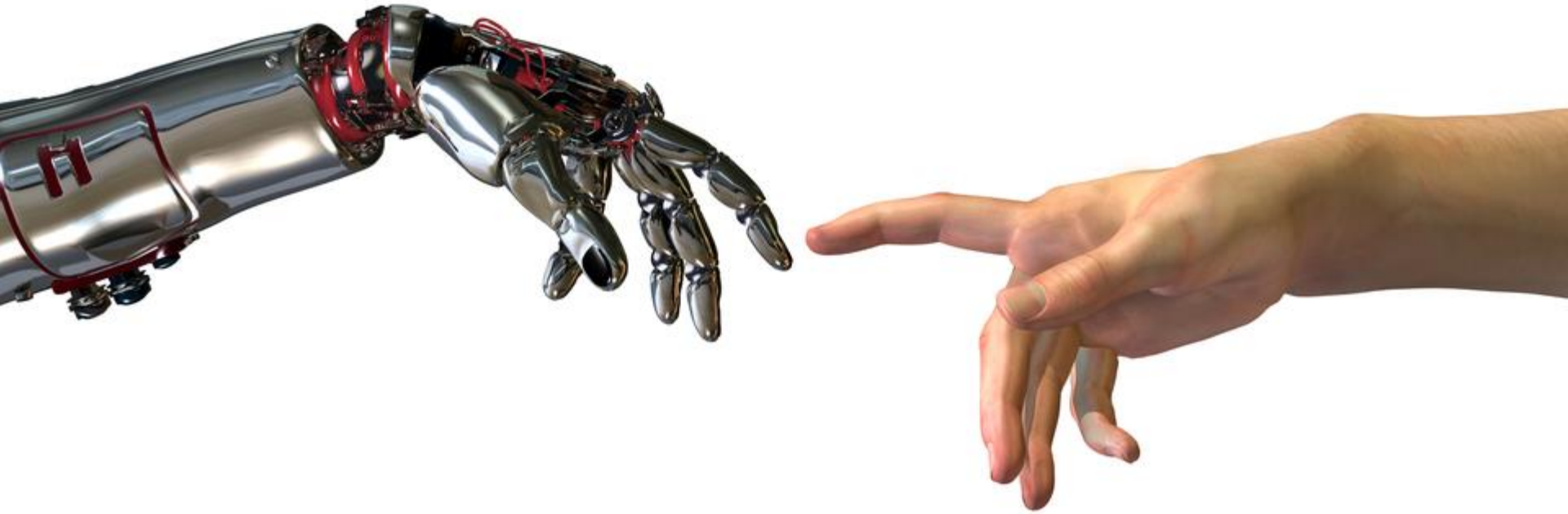
Diagnose your culture as it relates to innovation

Technology- or market-focused?



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Short-term or long-term focused?

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Xerox PARC

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Internally or externally focused?

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Tolerant or intolerant of failure?

Blame others

Blame oneself

Deny blame

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Stars or solar systems?

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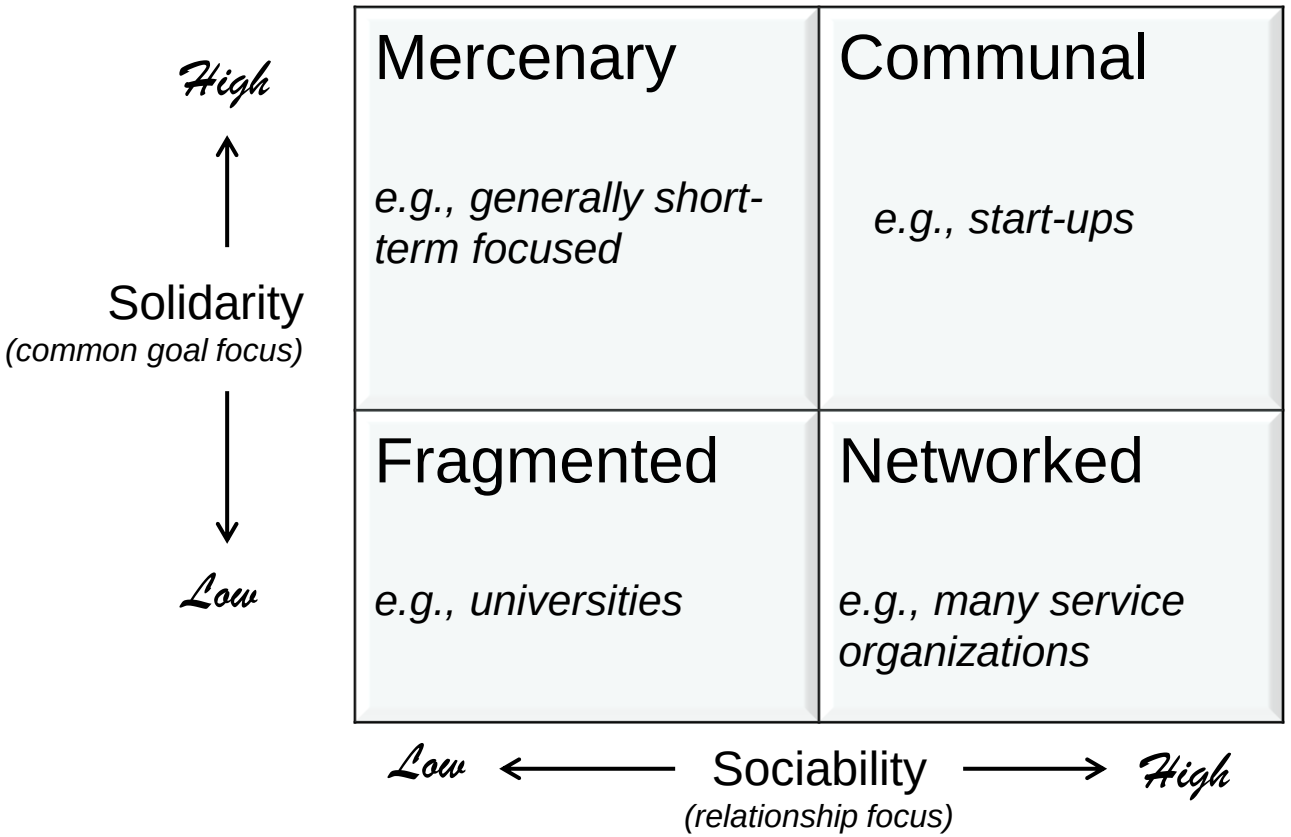
Rosenfeld's view on culture



Robert Rosenfeld, *Culture, People and Innovation: An Interview with Robert Rosenfeld*, Research Technology Management, Mar/Apr. 2012.

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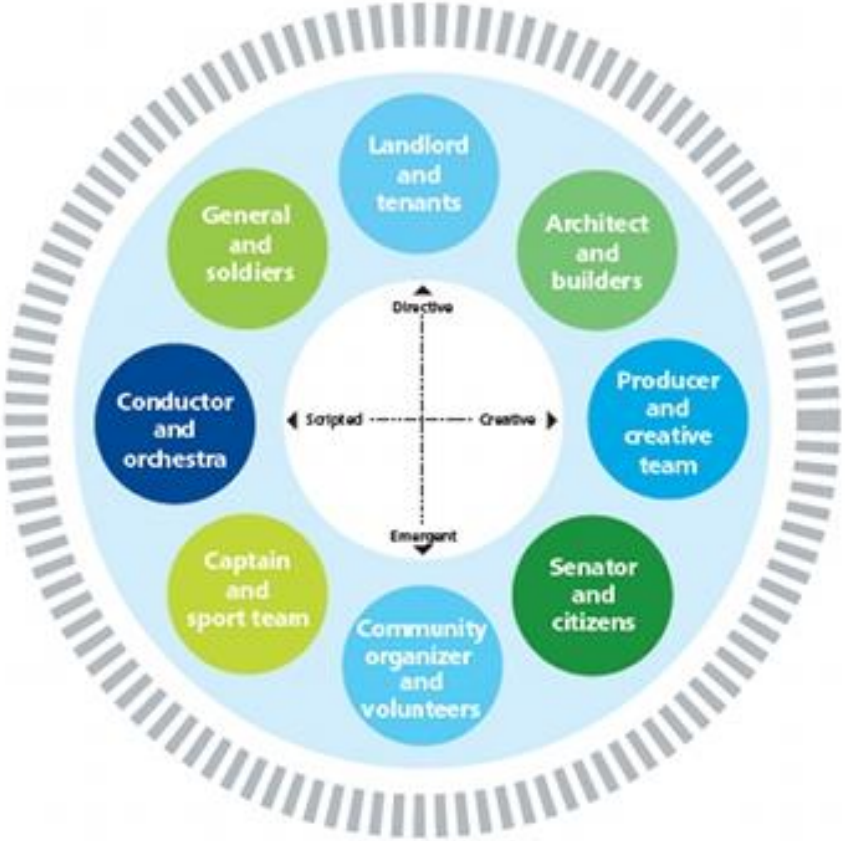
As-One Archetype Classifier



AsOne Archetype classifier

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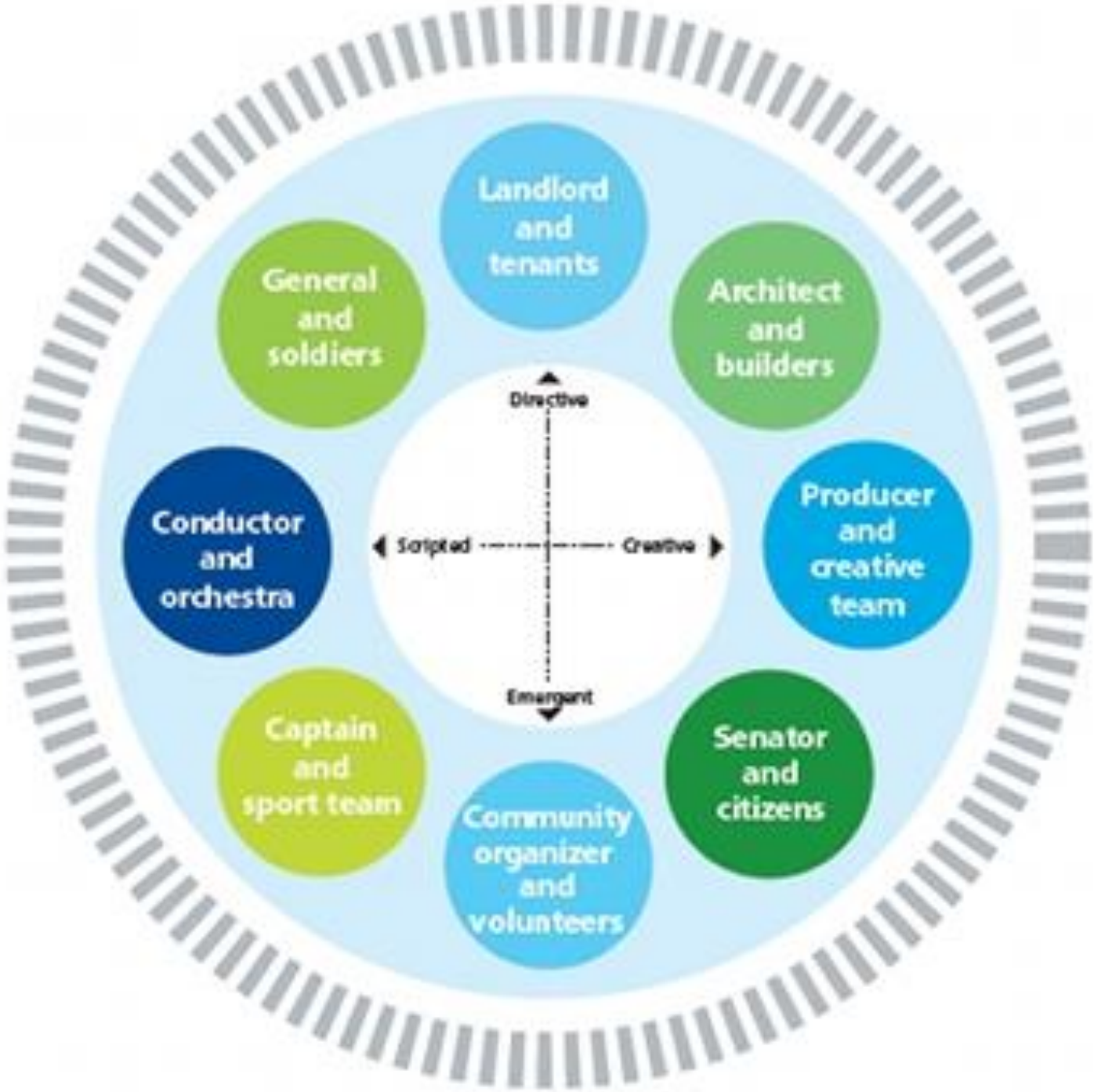
Landlord and tenants
General and soldiers
Architect and builders
Directive
Scripted
Creative
Emergent
Conductor and orchestra
Producer and creative team
Captain and sport team
Senator and citizens
Community organizer and volunteers

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Building Blocks Survey

- **Values** drive priorities and decisions
- **Behaviors** describe how people act
- **Climate** is the tenor of workplace life
- **Resources** are people, systems, projects
- **Processes** are the routes that innovations follow
- **Success** refers to the measurements used to judge innovation

Jay Rao & Joseph Weintraub, “How Innovative is Your Company’s Culture?” *MIT Sloan Management Review*, Spring 2013.

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CONSCIOUS ACTIONS TOWARD CULTURE CHANGE

©Linda Gorchels

Secret of Change Management

Patrick Dixon

© Linda Gorchels

http://www.youtube.com/watch?v=_kZl15houUc&feature=PlayList&p=214C869E0EAC9021&playnext=1&playnext_from=PL&index=18

Encourage positive role models
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Create new stories, symbols and rituals to build the new culture.
©Linda Gorchels

Change the rewards and recognition to fit the desired values.
©Linda Gorchels

Dan Pink - Motivation

Select, promote, and support employees who espouse the new values that are sought.

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Shake up current subcultures through transfers, job rotation, and/or terminations.

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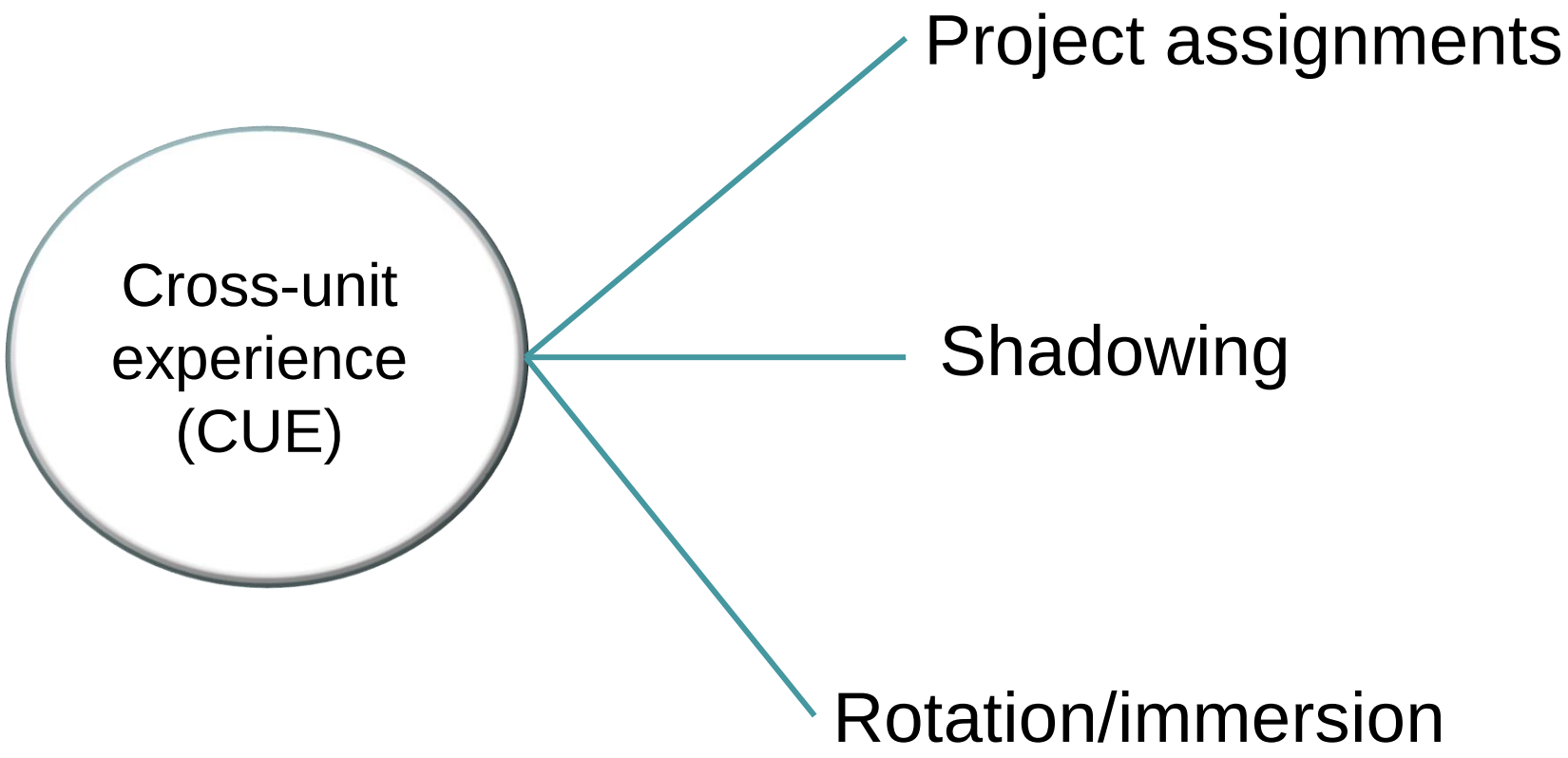
Transfer learning to employees



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Reduce systemic flaws

- How well do you evaluate internal innovation decisions and processes?

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Lower barriers to collaboration

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Now you should be able to:

- define and build on the components of creativity
- heighten your personal creative thinking

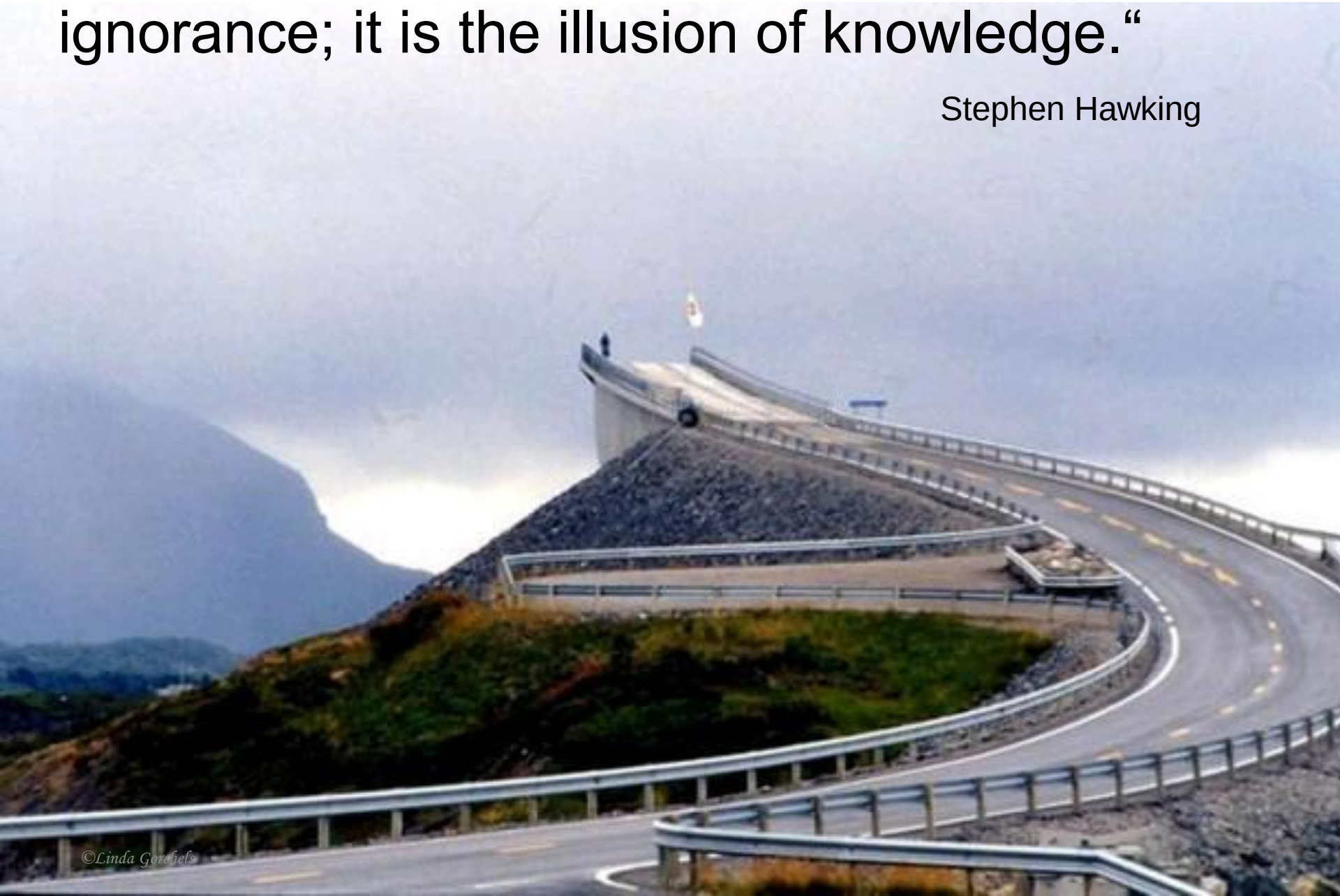
Psychology of creativity

- discern leadership and management roles in establishing direction and processes of innovation

Disciplined creativity leading to innovation

- identify ways to nurture creativity and innovation within a company's culture

Nurture the cultural ecosystem

"The greatest enemy of knowledge is not ignorance; it is the illusion of knowledge.“

Stephen Hawking