



Creativity and Innovation

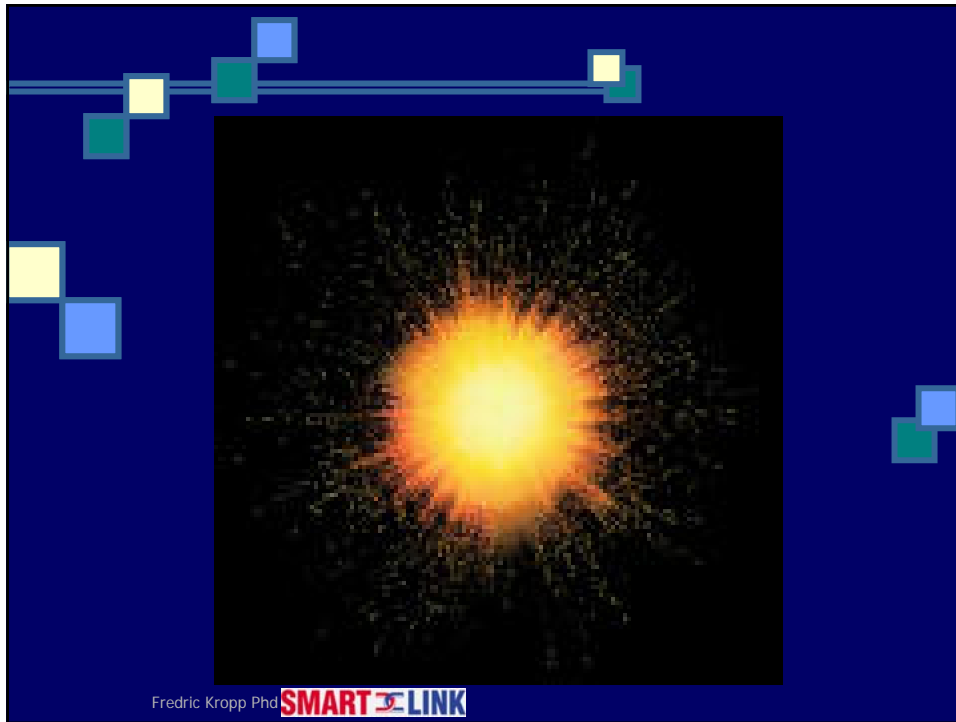


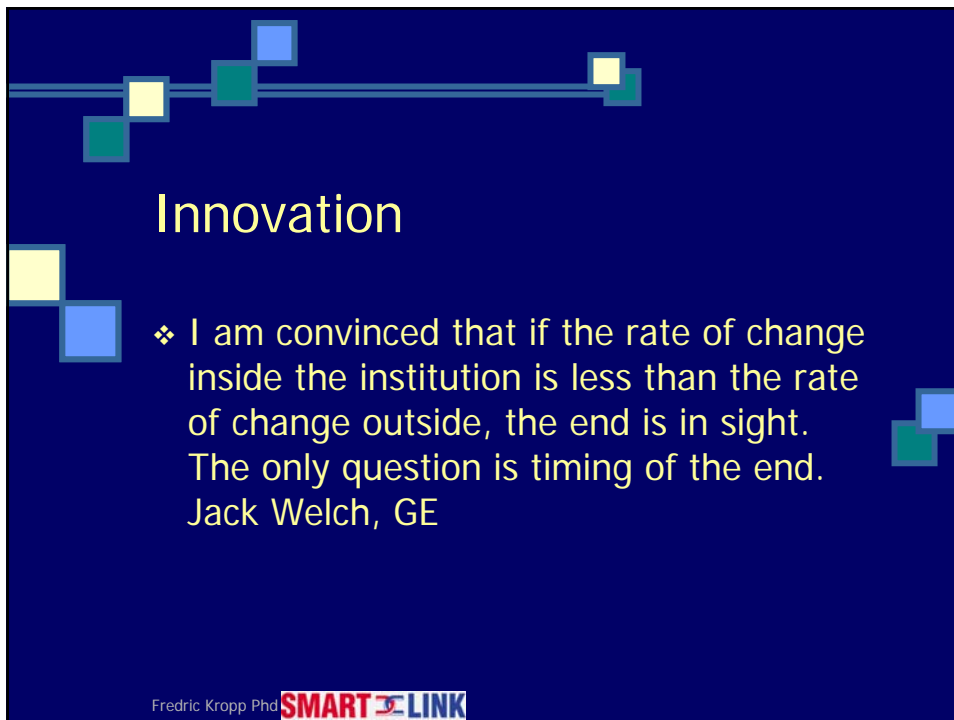
Fredric Kropp, PhD – creativity@myway.com

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Innovation

- ❖ I am convinced that if the rate of change inside the institution is less than the rate of change outside, the end is in sight. The only question is timing of the end.
Jack Welch, GE

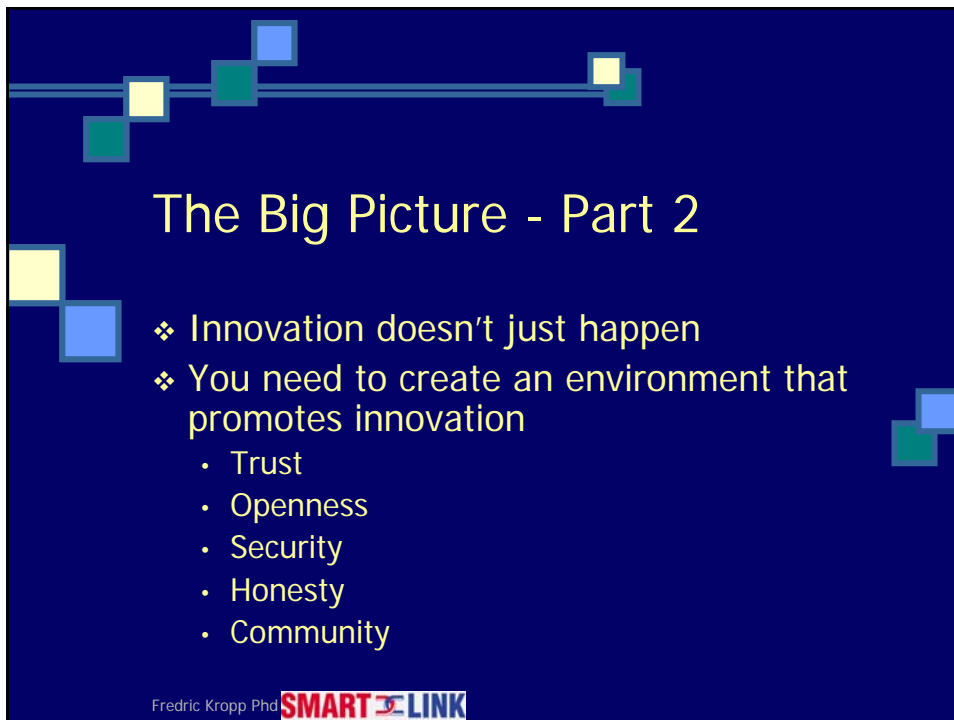
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The Big Picture – Part 1


- ❖ Innovation is important
- ❖ Innovation can take many forms
 - Product
 - Process
 - Management
- ❖ Innovation can lead to sustainable competitive advantage (SCA)

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The Big Picture - Part 2

- ❖ Innovation doesn't just happen
- ❖ You need to create an environment that promotes innovation
 - Trust
 - Openness
 - Security
 - Honesty
 - Community

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The Big Picture – Part 3

- ❖ To make innovation work, you need to
 - Foster individual creativity
 - Design a climate/structure where individual creativity becomes collective creativity
 - Transform pure creativity into applied creativity --- innovation
 - Use the innovation to create a sustainable competitive advantage


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Structure of Presentation

- ❖ Two parts
 - Creativity
 - Innovation

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Creativity



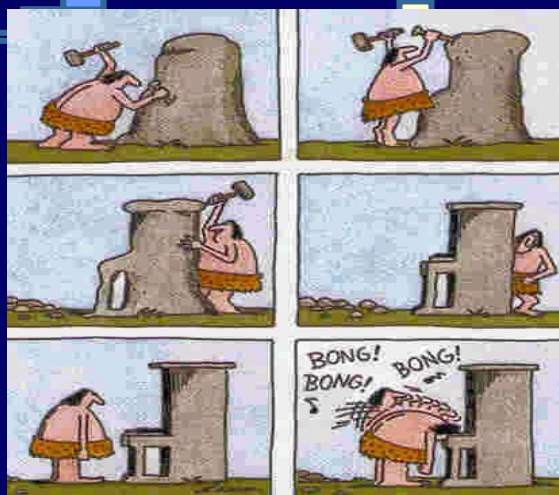
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Creativity comes from create

❖ Some synonyms for create

- Actualize
- Conceive
- Design
- Discover
- Dream up
- Fashion
- Father
- Imagine
- Initiate
- Invent
- Produce
- Set up
- Shape
- Sire
- Spawn

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Early effort at creativity

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Cherokee Folk Tale

An old Cherokee Indian was telling his grandson about a fight that was going on inside himself. He said it was between two wolves.

"One is evil," he recounted. "Anger, envy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego. The other is good: joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion, and faith."

The grandson thought about this for a minute, then asked his grandfather, "Which wolf wins?"

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Cherokee Folk Tale (cont.)

The old Cherokee simply replied,

"The one I feed."

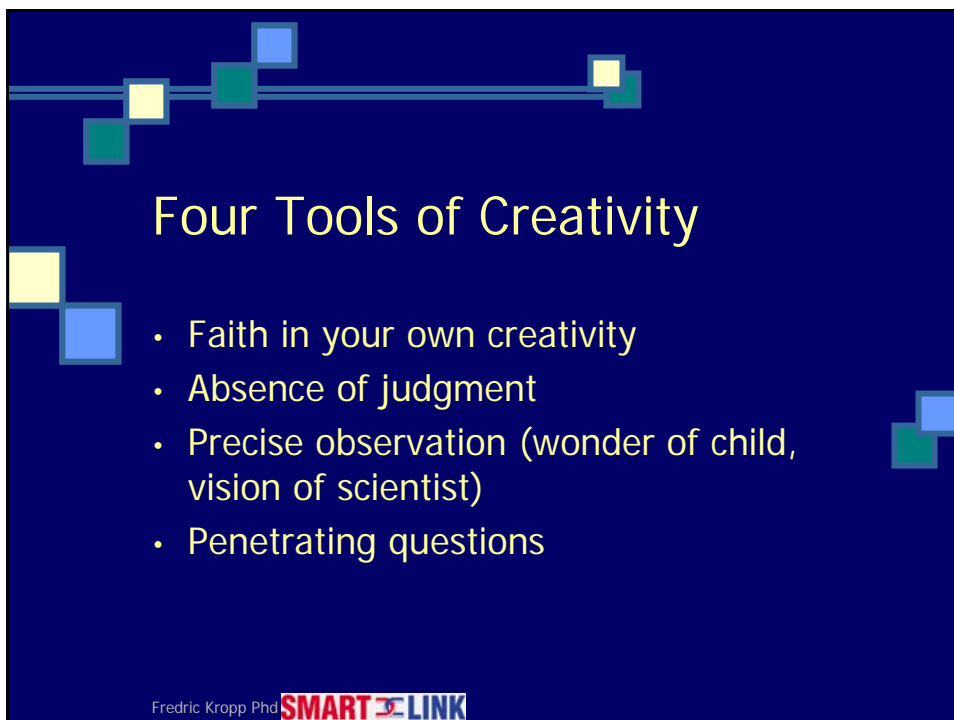
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Assumptions about creativity

- ❖ Creativity is essential for health, happiness, and success
- ❖ Creativity is within everyone
- ❖ Creativity is idiosyncratic
- ❖ We can develop creativity by experiencing it


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Four Tools of Creativity

- Faith in your own creativity
- Absence of judgment
- Precise observation (wonder of child, vision of scientist)
- Penetrating questions

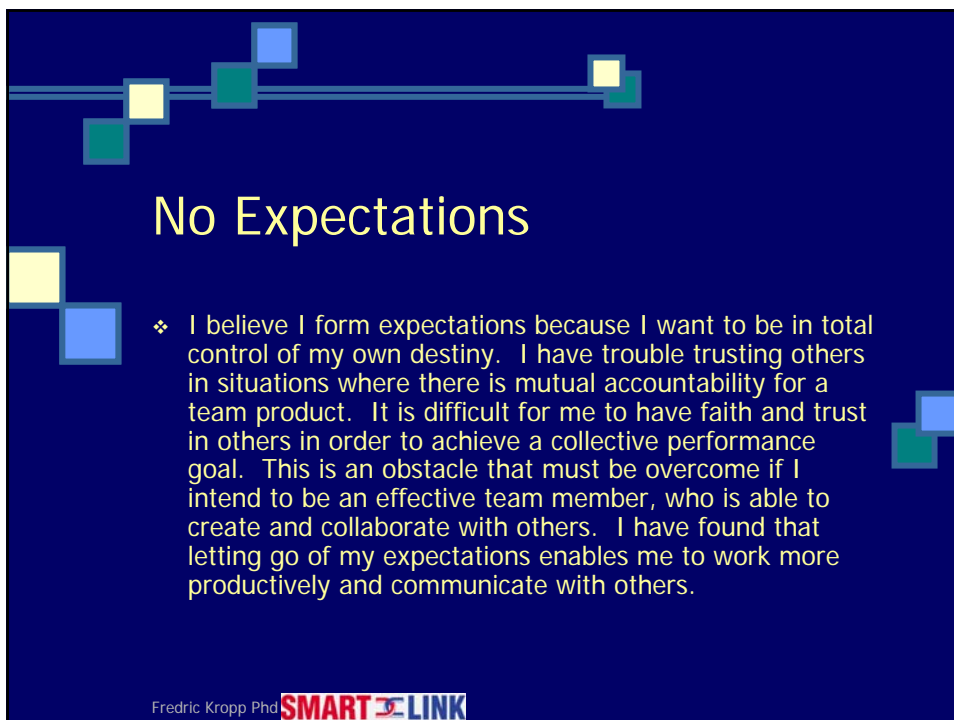
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Live-Withs

- ❖ No expectations
- ❖ Ask dumb questions
- ❖ Don't take it personally
- ❖ Do everything you love, love everything you do

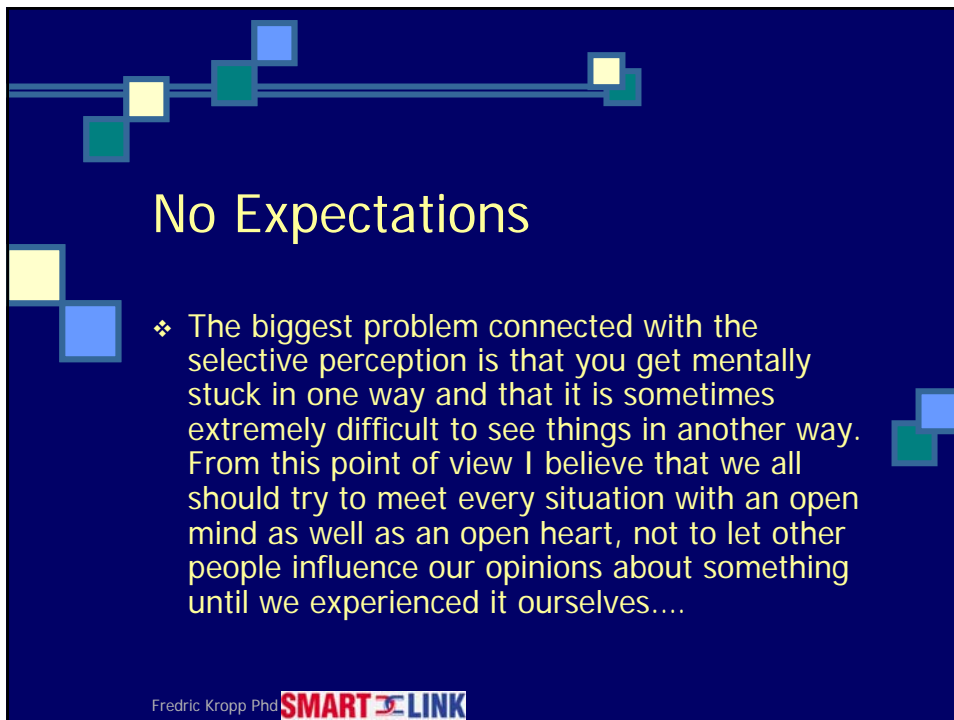
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No Expectations

- ❖ I believe I form expectations because I want to be in total control of my own destiny. I have trouble trusting others in situations where there is mutual accountability for a team product. It is difficult for me to have faith and trust in others in order to achieve a collective performance goal. This is an obstacle that must be overcome if I intend to be an effective team member, who is able to create and collaborate with others. I have found that letting go of my expectations enables me to work more productively and communicate with others.

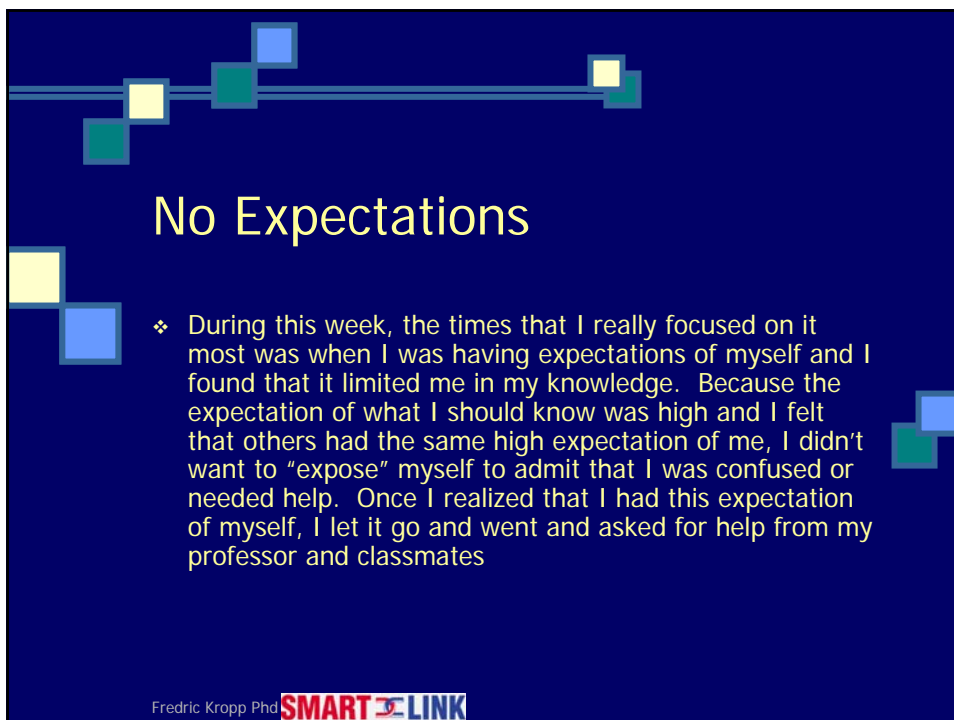
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No Expectations

- ❖ The biggest problem connected with the selective perception is that you get mentally stuck in one way and that it is sometimes extremely difficult to see things in another way. From this point of view I believe that we all should try to meet every situation with an open mind as well as an open heart, not to let other people influence our opinions about something until we experienced it ourselves....

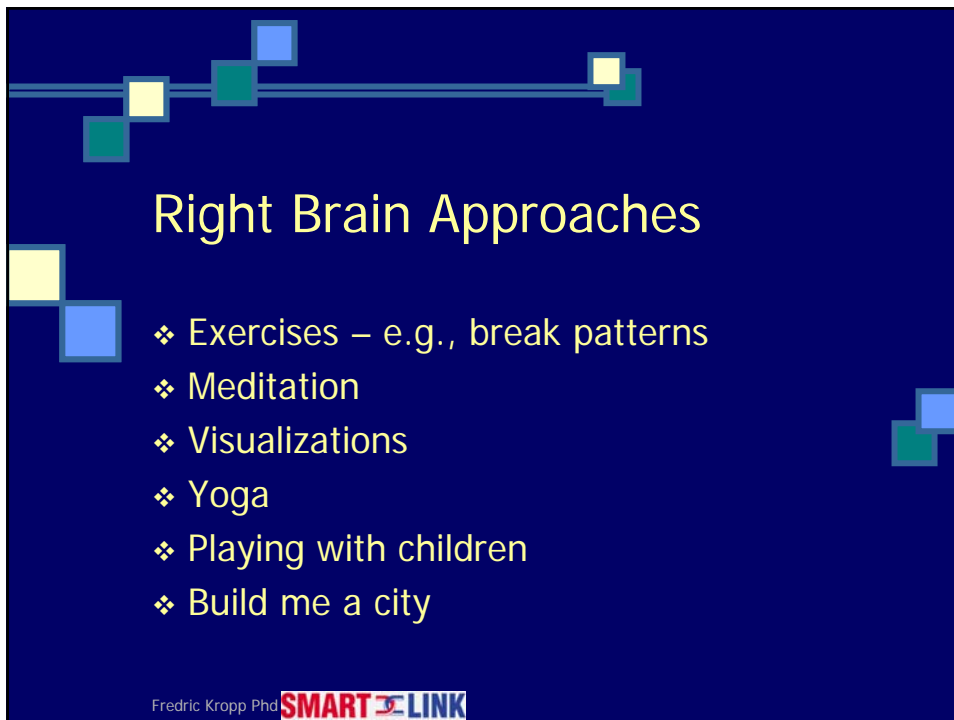
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No Expectations

- ❖ During this week, the times that I really focused on it most was when I was having expectations of myself and I found that it limited me in my knowledge. Because the expectation of what I should know was high and I felt that others had the same high expectation of me, I didn't want to "expose" myself to admit that I was confused or needed help. Once I realized that I had this expectation of myself, I let it go and went and asked for help from my professor and classmates

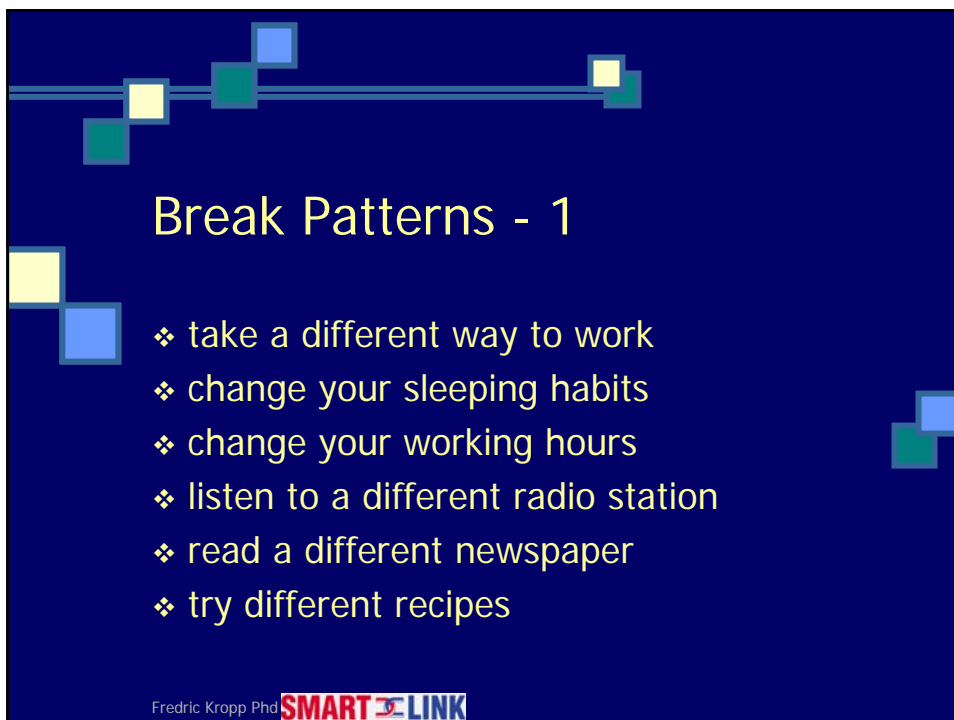
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Right Brain Approaches

- ❖ Exercises – e.g., break patterns
- ❖ Meditation
- ❖ Visualizations
- ❖ Yoga
- ❖ Playing with children
- ❖ Build me a city

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Break Patterns - 1

- ❖ take a different way to work
- ❖ change your sleeping habits
- ❖ change your working hours
- ❖ listen to a different radio station
- ❖ read a different newspaper
- ❖ try different recipes

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Break Patterns - 2

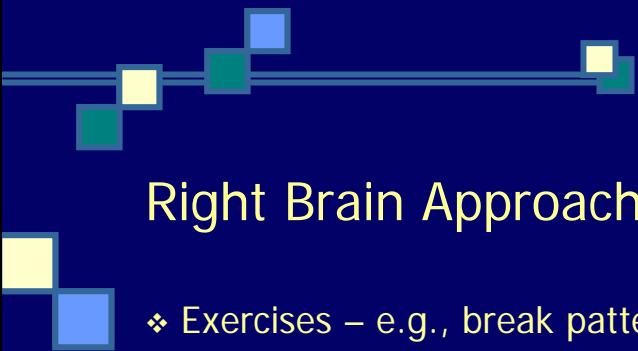
- ❖ try every type of pancake syrup
- ❖ instead of working out at the gym, practice yoga
- ❖ go to a different church than you normally do
- ❖ change your break habits, e.g., if you drink coffee, try orange juice
- ❖ change your recreation, e.g., try bowling
- ❖ take a bath instead of a shower or vice-versa

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Try a Different Approach

- ❖ How would John Howard do it?
- ❖ How would Mark Latham do it?
- ❖ How would Kylie Minogue do it?
- ❖ How would Kathy Freeman do it?
- ❖ How would Geoffry Rush do it?
- ❖ How would Princess Mary of Denmark do it?

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Right Brain Approaches

- ❖ Exercises – e.g., break patterns
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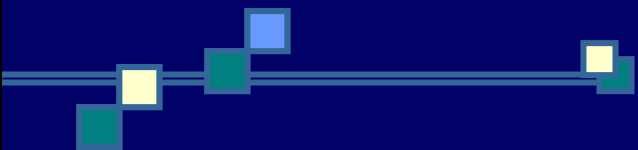


Build Me A City




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Surrender

- ❖ Four General Paths to Surrendering
 1. Drop Mental Striving
 2. Apply yourself to a task
 3. Maintain a spirit of inquiry
 4. Acknowledge that you don't know how it will turn out

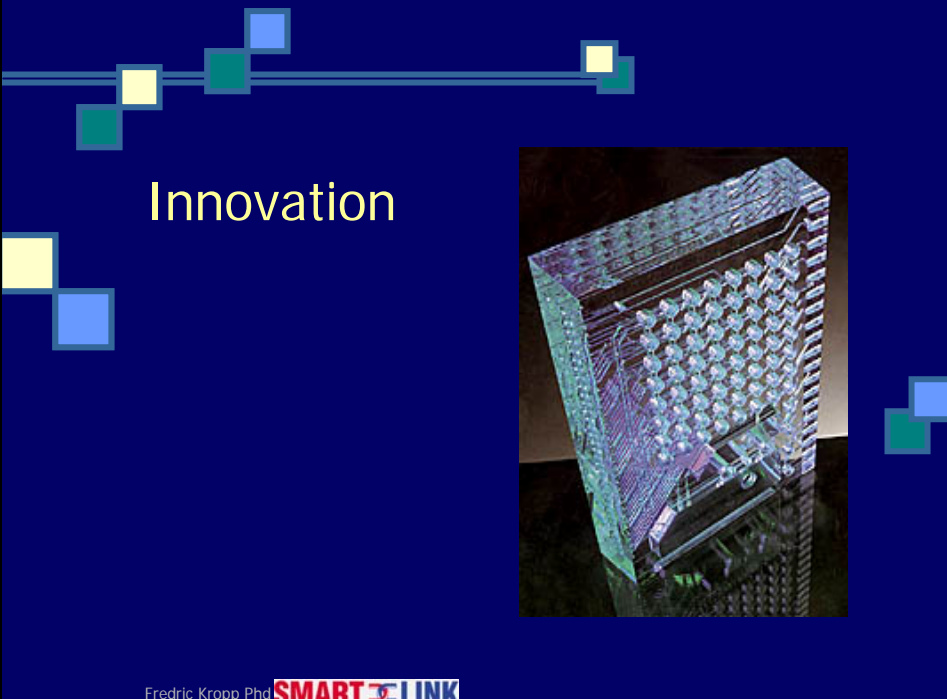
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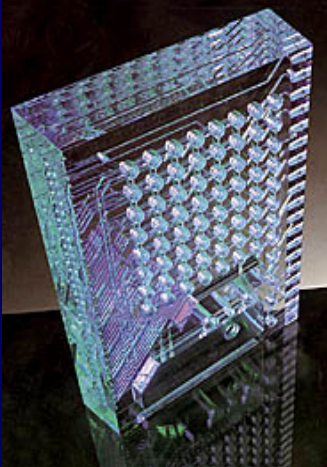
Find out who you are

- ❖ www.similarminds.com
- ❖ www.eneagraminstitute.com

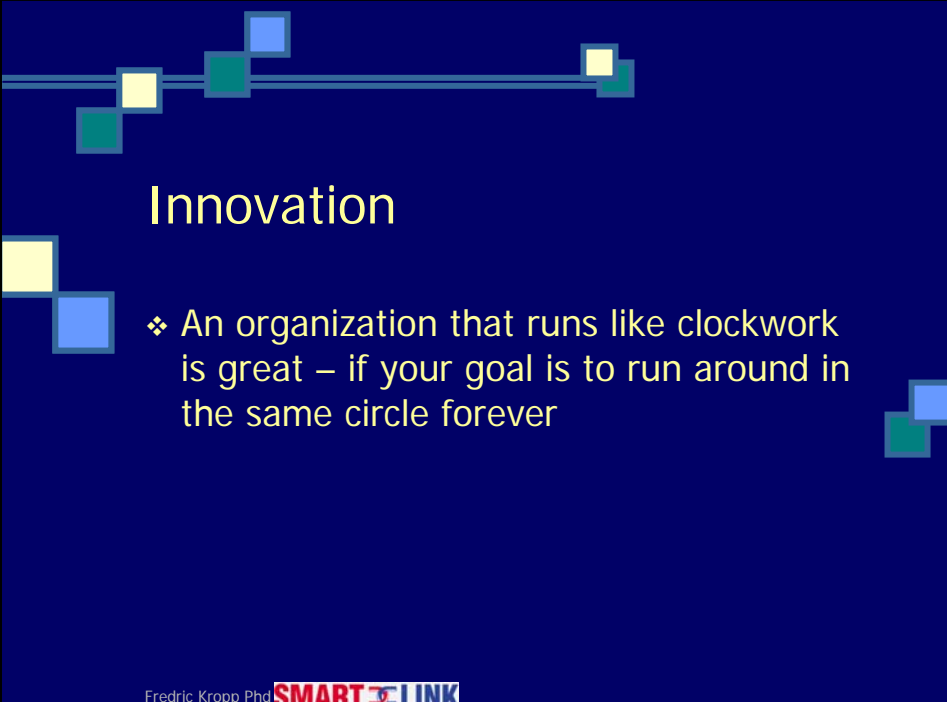
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Innovation



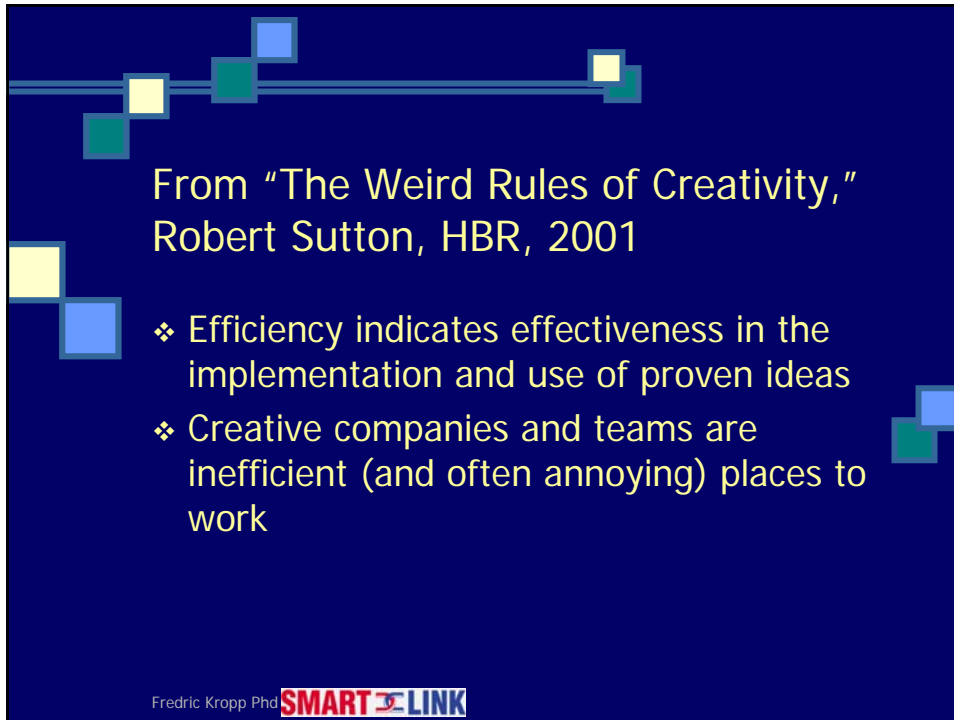
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Innovation

- ❖ An organization that runs like clockwork is great – if your goal is to run around in the same circle forever

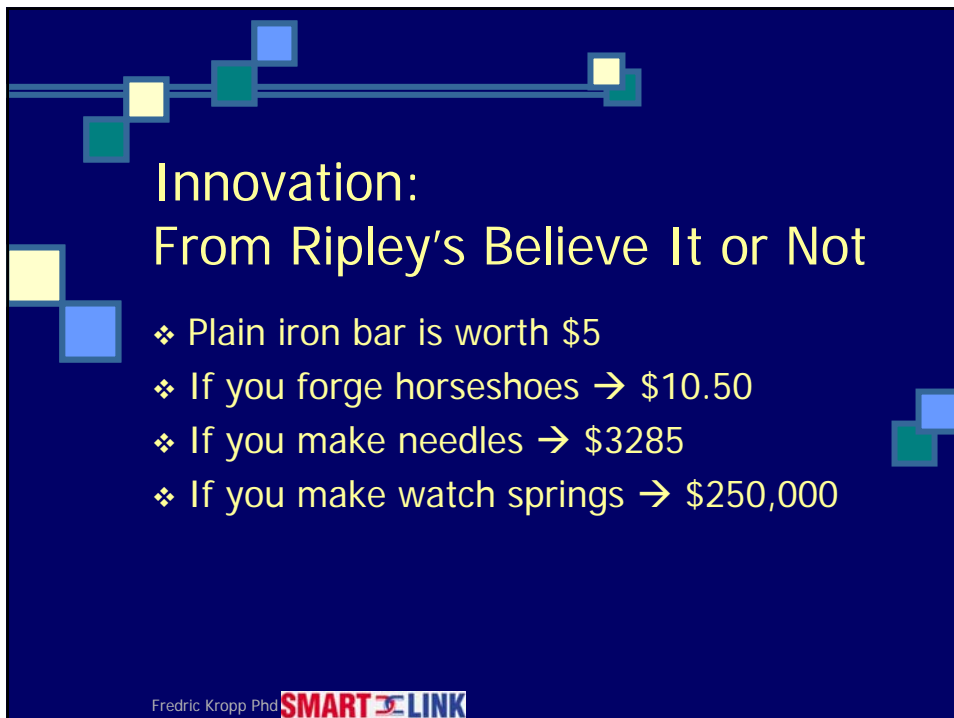
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From "The Weird Rules of Creativity,"
Robert Sutton, HBR, 2001

- ❖ Efficiency indicates effectiveness in the implementation and use of proven ideas
- ❖ Creative companies and teams are inefficient (and often annoying) places to work

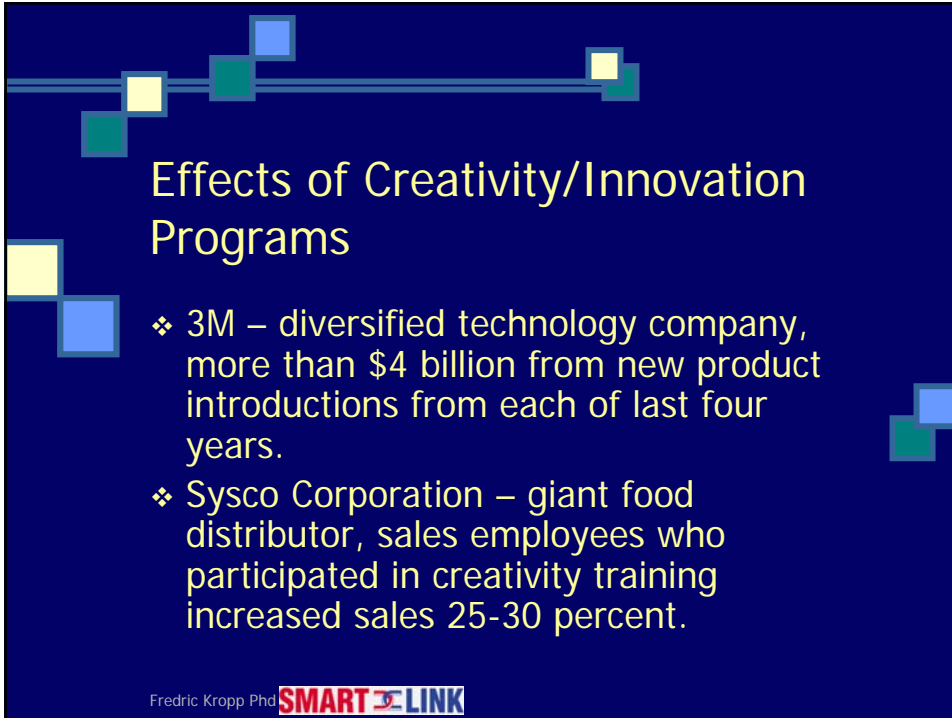
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Innovation:
From Ripley's Believe It or Not


- ❖ Plain iron bar is worth \$5
- ❖ If you forge horseshoes → \$10.50
- ❖ If you make needles → \$3285
- ❖ If you make watch springs → \$250,000

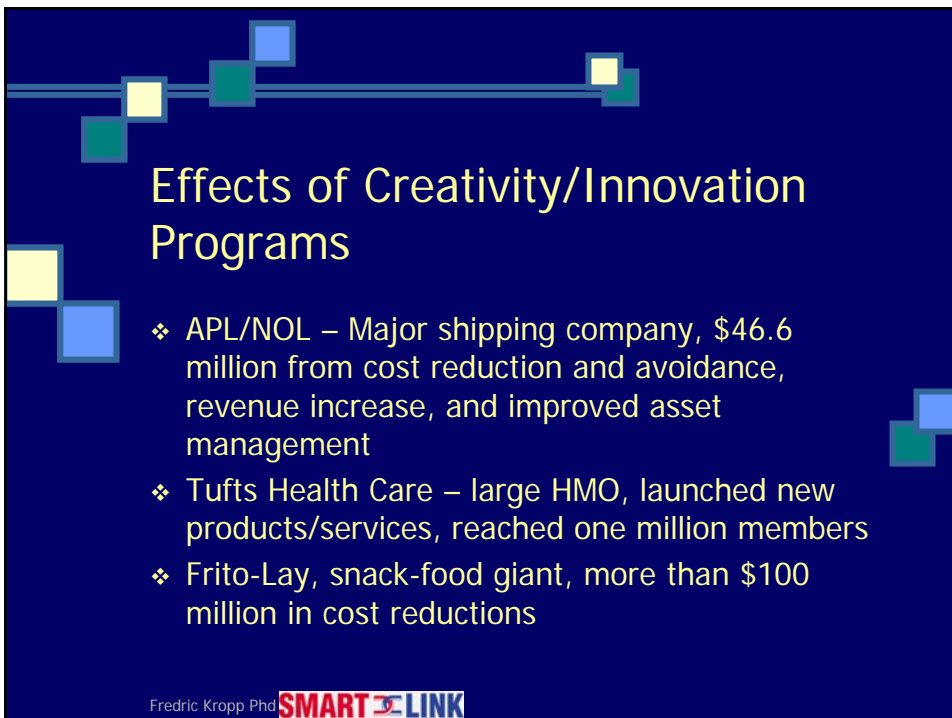
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Effects of Creativity/Innovation Programs


- ❖ 3M – diversified technology company, more than \$4 billion from new product introductions from each of last four years.
- ❖ Sysco Corporation – giant food distributor, sales employees who participated in creativity training increased sales 25-30 percent.

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Effects of Creativity/Innovation Programs

- ❖ APL/NOL – Major shipping company, \$46.6 million from cost reduction and avoidance, revenue increase, and improved asset management
- ❖ Tufts Health Care – large HMO, launched new products/services, reached one million members
- ❖ Frito-Lay, snack-food giant, more than \$100 million in cost reductions

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Innovation: Management Matters

- ❖ Executive – vision and strategic direction
- ❖ Functional – alignment and function direction
- ❖ Departmental – alignment and departmental direction
- ❖ Team leader – alignment and team leadership

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Innovation: Management Matters

- ❖ Creates environment for innovation
 - Values
 - Policies
 - Long-term goals
 - Long-term strategies

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Innovation: Management Development

- ❖ Personal understanding of the process of innovation
- ❖ Continuous learning and study
- ❖ Curiosity
- ❖ Openness
- ❖ Flexibility
- ❖ Focus on strategic issues rather than operational tasks

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Innovation: Management Matters

- ❖ Build a structure that allows a creative idea to be turned into an innovation
 - How does a creative idea become something more in your business/organization?
 - What is the process?
 - Does the process work?
 - How could it be better?

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Inspiring Innovation

- ❖ Make Innovation the Norm
 - "At P&G, we think of creativity not as a mysterious gift of the talented few but as an everyday task of making non-obvious connections – bringing together things that don't normally go together."
 - Craig Wynett, general manager of future growth initiatives at Procter & Gamble

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Inspiring Innovation

- ❖ Help People Broaden their Perspectives/
Put Aside Ego
 - "One of the hardest things about innovation is getting people to accept that the way they work just might not be the best."
 - Thomas Fogarty, doctor and venture capitalist

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Inspiring Innovation

- ❖ Hire Outside People

"The most important step I've taken to encourage innovation is to hire people with experience outside banking – creative people who can apply what they've learned in dynamic customer-centric categories to our more traditional business."

Hal Tovin, EVP at Citizens Financial Group

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Inspiring Innovation

- ❖ Abandon the Crowd

"You can actually spend less and make more money in innovation if you pay attention to the valleys, those places that competitors have overlooked."

Larry Keeley, President of Doblin, an Innovation Strategy firm

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Inspiring Innovation

- ❖ Mix People Up

“One of the surest ways to get things done more innovatively is, quite simply, to reorganize frequently. When you put people into a new structure, it stimulates them to rethink what they do on a day-to-day basis.”

Lt. General Ronald T. Kadish, Director of Missile Defense Agency, U.S. Department of Defense

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Inspiring Innovation

- ❖ Don't Fear Failure

“You need to encourage innovation when your company is doing well. The last thing you want to do when you're in the lead is to become complacent.”

Michael Dell, CEO Dell Computers

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Inspiring Innovation

- ❖ Let Go of your Ideas
 - "It's essential to build a culture where there's no such thing as a bad idea...The ideas then become collective problems or puzzles that percolate throughout the group."
Nolan Bushnell, founder Chuck E. Cheese's Pizza

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Inspiring Innovation

- ❖ Don't Underestimate Science
 - "Pure science always drives innovation just as much as markets do. An incredible amount of technology transfer happens during R&D, when we're building the advanced tools needed for large-scale experiments."
Luciano Maiani, Director General of CERN

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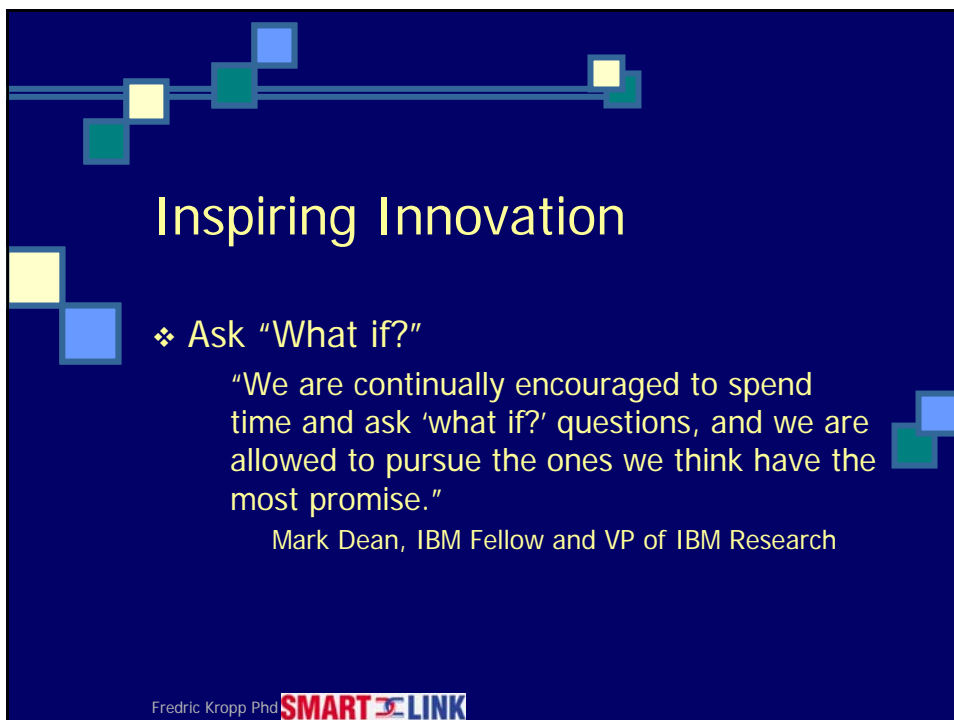
Inspiring Innovation

- ❖ Fight Negativity

"Innovation is like professional sports: It looks easy, but when you're on the field, you see how complicated and difficult it is. To me, the key is building conviction."

Mike Lazardis, President of Research in Motion

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Inspiring Innovation

- ❖ Ask "What if?"

"We are continually encouraged to spend time and ask 'what if?' questions, and we are allowed to pursue the ones we think have the most promise."


Mark Dean, IBM Fellow and VP of IBM Research

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Inspiring Innovation

- ❖ Merge Patience and Passion
 - "If the tools you are working with are hammers, you don't want all problems to be seen as nails."
 - John Talley, VP of Drug Discover at Microbia

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Inspiring Innovation

- ❖ Outsmart your Customers
 - "Those managers allowed me to break a cardinal rule of business: Always do what the customer wants,. We didn't do what the customer wanted. We did something better."
 - Marcian E. "Ted" Hoff, Inventor of Microprocessor

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Inspiring Innovation

- ❖ Experiment like Crazy

“What prevents innovation? The dangerous brew of fear and complacency – staying where you are out of fear of failing, of blowing too much money, or of placing the wrong bets.”

Betty Cohen, Corporate Strategist, Turner Broadcasting Corp.

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Inspiring Innovation

- ❖ Make it Meaningful

“I believe that people also do a better job when they believe in what they do and how the company behaves...In the past few years, we have complemented our goal of value creation with another goal: good worldwide corporate citizenship.”

Daniel Vasella, CEO, Novartis, a pharmaceutical company

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Inspiring Innovation

- ❖ Stop the Bickering
 - "The key to spurring a wave of innovation was creating a structure and climate that ended internal competition."
 - David Falvey, British Geological Survey

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Inspiring Innovation

- ❖ Don't Innovate, Solve Problems
 - Ester Dyson, Investor in IT companies

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