



INNOVATIONSTYLES
the success booster

**What is innovation...
and what does it take to foster it
in your organization?**



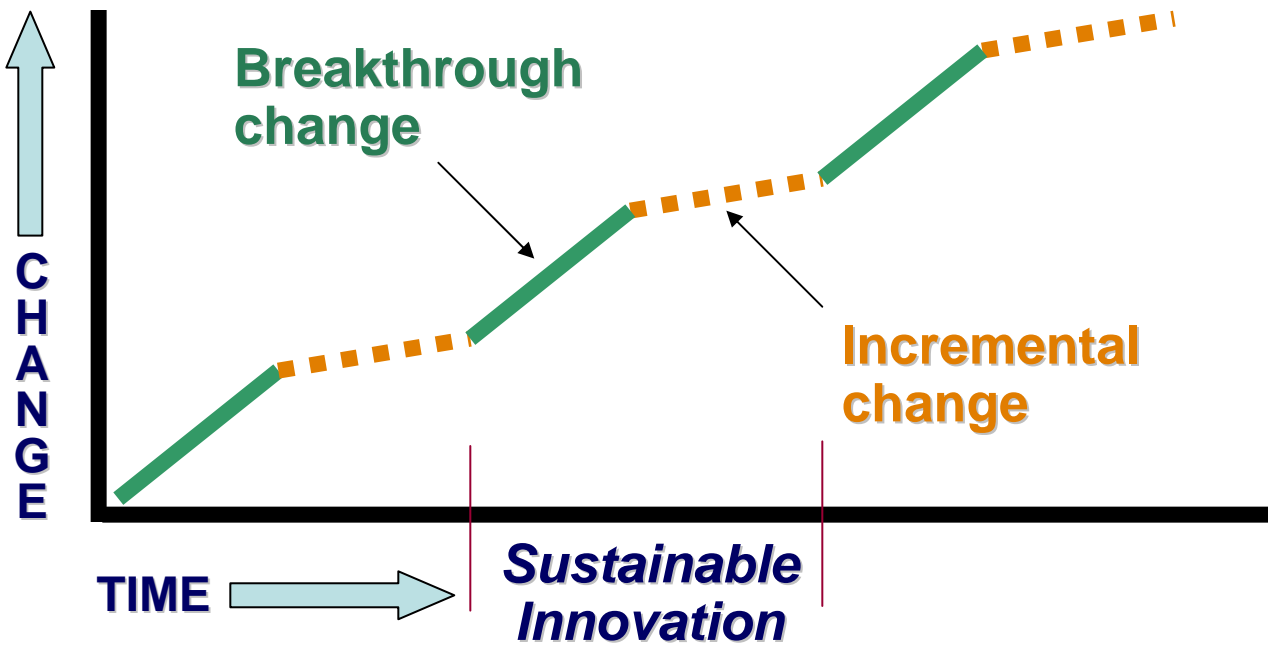
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What is Innovation?

✓ The short answer...

- Creativity is generating original, novel ideas...
 - Innovation is putting those ideas to work and getting results
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- *Innovation is creativity with a job to do.*
(John Emmerling)
 - *Innovation is the conversion of knowledge and ideas into a benefit.*

Sustainable Innovation



The Impact of Innovation

Greater revenues – Business growth

**New
Services**

**New
Products**

**Top-Line
Innovation**

**Marketing
and Sales**

Design

New Technologies

The Impact of Innovation

Greater productivity – Reduced time and costs

**System
Enhancements**

**Mid-Line
Innovation**

**Process
Re-engineering**

**Total
Quality**

**Six
Sigma**

Productivity Improvement

The Impact of Innovation

Increased value of Intellectual Capital

**Talent
Development**

**Knowledge
Creation**

**Knowledge
Innovation**

**Centers of
Excellence**

**Best
Practices**

Knowledge Management

The Impact of Innovation

Inspired workforce – Focused leadership

**Organizational
Culture**

**Organizational
Design**

**Leadership
Innovation**

**Management
Practices**

**New Business
Models**

Emotional Intelligence

The Benefit of Innovation

Contributing to the well-being of others



What is Innovation?

✓ The “whole-istic” answer...

Innovation is:

- the application of knowledge
- to develop and implement
- breakthroughs and incremental improvements
- in new products-services, work processes, knowledge, and management-leadership methods
- that contribute to the well-being of stakeholders
- while generating greater revenues, time-cost efficiency, intellectual capital, and leader-workforce inspiration and focus
- in alignment with personal and company values

How is Innovation Related to Values?

- ✓ Values:
 - From the Latin verb “valere”:
“to be strong,” “to be worth”
 - Feelings and convictions for what is of strong worth... what is meaningful and motivating for us in what we think, say and do

- ✓ Values-centered innovation^{tm(1)}:
 - Tapping into our greatest source of inspiration, energy, motivation, and guidance to create what is truly important to us

(1) This concept was originally developed by William C. Miller, President of the Global Creativity Corporation.

Commitment and Values

✓ *Research* shows that the prime factor for increasing commitment to work is awareness of personal values, not awareness of organization values*

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

	High	
CLARITY OF COMPANY VALUES	4.9/7.0	6.3/7.0
	4.9/7.0	6.1/7.0
	Low	
	Low	High
	CLARITY OF PERSONAL VALUES	

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

How is Innovation Related to Learning?

- ✓ A living organization⁽³⁾ has vitality and *spirit* (from Latin/Greek for “breath”), exercised as a rhythm of *learning* and *innovating*, like *inhaling* and *exhaling*⁽⁴⁾:
 - Inhaling = learning: acquiring, creating, and sharing new knowledge; converting knowledge to wisdom
 - Exhaling = innovating: generating, deciding upon, implementing, and celebrating innovative responses to opportunities and challenges
- ✓ Values provide the “purpose and meaning” for this vitality and spirit of the living organization.

(3) A concept developed by Lane Tracy in 1994 (*Leading the Living Organization*)

(4) This concept was originally developed by William C. Miller, President of the Global Creativity Corporation.

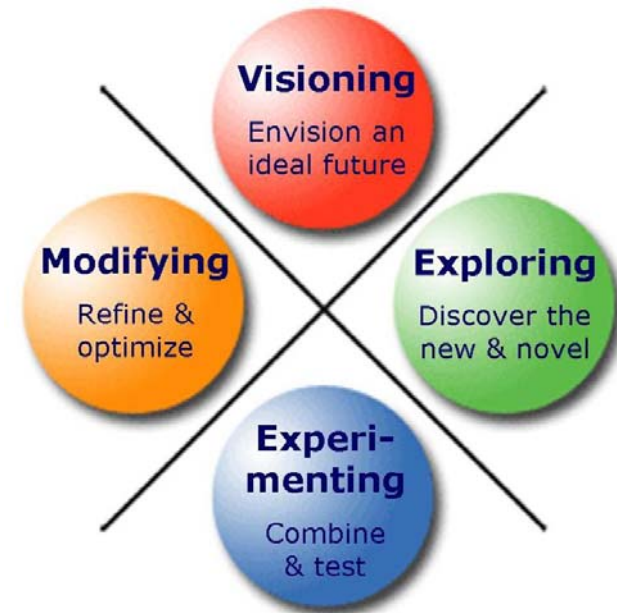
How is Innovation Related to Change?

People approach change in many different ways. Some like to know where they are going long-term. Some want to have immediate results. Some want to take risks in stages. Some relish the uncertainty and adventure.

Innovation is the same, since every innovation produces change – in *what* is being done, *how* it is being done, or even *why* it is being done. In a very real sense, the styles of change are the same as the styles of innovation.

What are Innovation Styles?

Innovation Styles® are the strategies of thinking that are behind innovation and change. In the well-researched framework of Innovation Styles, each person has the capacity to be innovative, so the main issue is not “*Am I innovative?*” but “*HOW am I innovative?*” We may have equal potential for being innovative, yet we each use our own mixture of four different approaches (styles) to innovation and change: *Visioning, Modifying, Exploring, and Experimenting.* Each style represents a different *strategy* for innovating – a different *way of thinking* – not a different type of person.



Innovation *Processes* & *Roles* vs. Innovation Styles

There are many innovation *process* models, which identify distinct *roles* within the innovation process. Innovation Styles is distinct from, yet complementary to, these innovation process-role models. Innovation Styles does not attempt to categorize a person based on each role of the innovation process. Rather, it offers four ways of innovative thinking that can illumine and contribute to each stage, and each role, in *any* innovation process. The table to the right shows a sample of models available based on process roles.

Model	Process Roles
ForeSight Developed by Gerard Puccio at Buffalo State	Clarifier, Ideator, Developer, Implementer
Six Hats Developed by Edward de Bono	Big Picture, Intuition, Facts, Creative Ideas, Negative and Positive Judgment
Team Dimension Developed by Fahden and Namakkal	Facilitator, Creator, Advancer, Refiner, Executor
Simplex Developed by Min Basadur	Generating, Conceptualizing, Optimizing, Implementing

Innovation *Process-Role* Models and Innovation Styles

Innovation Process-Role Models					Contribution of Each Innovation Style				
Innovation Process	Six Hats	Simplex	Fore-Sight	Team Dimension		Visioning	Modifying	Exploring	Experimenting
CHALLENGE <i>Set the goal</i>	Big picture/ process (Blue Hat)	Problem- finding (Conceptualizer)	Identify goal (Clarifier)	(Facilitator)	Excels at challenges that require...	A clear sense of purpose and vision to drive the creative energy	Refining what others have done, without "reinventing the wheel"	Going into unknown territory to see what might be possible	Multiple possibilities that would need testing out
<i>Define risks</i>					Promotes change that would...	"Alter the system long- term"	"Improve the system in the near term"	"Radically transform the system"	"Alter the system in well-tested stages"
FOCUS <i>Tap into values Analyze issues</i>	Intuition, emotion (Red Hat) Facts (White Hat)	Fact-finding Problem definition (Conceptualizer)	Gather data Clarify the problem (Clarifier)		Understands the issues / priorities by...	Using intuition to understand the "big picture"; then facts to support those insights	Analyzing facts to see priorities for improvement; then intuition to understand the data more fully	Using intuition to question assumptions; then facts to support the insights	Assessing key variables to identify "leverage points"; and then intuition for new understanding
CREATIVE SOLUTIONS <i>Generate ideas</i>	Creative ideas (Green Hat)	Idea finding (Generator)	Generate ideas (Ideator)	(Creator) (Advancer)	Seeks ideas by asking...	"What is the ideal long- term solution?"	"What can we do to refine and optimize what we've done?"	"What assump- tions can we challenge to get new ideas?"	"What can we combine to put together a new solution?"
<i>Decide on a solution</i>	Negative (Black Hat) & Positive (Yellow Hat) judgment	Selection (Optimizer)	Select, evaluate refine ideas (Develop-er)	(Refiner)	Makes sure any decision...	Includes visionary, ideal solutions	Emphasizes practical improvements	Incorporates very unique solutions	Has been shown to be realistic
COMPLE- TION <i>Implement Celebrate results</i>		Planning Selling ideas Action (Implementer)	Plan for action (Implementer)	(Executor)	Plans and sells ideas by empha- sizing...	How it achieves an ideal future	How it builds on core capabilities	How it goes where no one has gone before	How it provides well-tested results
					Is best at making things happen when...	Working with a plan to track milestone achievements	Working with a plan with short- term deliverables	Working with a process to see "what's after implementation?"	Working with a process for learning over time

What is the Foundation for Innovation?

To foster innovation in a work environment, a foundation must be laid in three areas:



A culture for innovation that is promoted across the full system of organizational practices, from risk-taking to knowledge management to performance coaching and rewards.



A process for innovation that includes (1) setting the challenge, (2) focusing on what is important, (3) finding creative solutions, and (4) implementing those solutions successfully.



Strategies for innovation that encompasses different approaches to generating and implementing well-targeted, innovative solutions.

What are the Key Success Factors for Fostering a Culture for Innovation?

To be successful in becoming a more innovative organization, the process of change/transformation must be engineered based on the following 10 principles:

1.

Strategically urgent. The organization must see the compelling purpose for being innovative, often driven by outside influences combined with the strategic goals of the organization.

2.

Personally meaningful. The innovative culture must have a sense of intrinsic meaning to energize it at a personal as well as business level – meeting business urgency and personal satisfaction simultaneously.

What are the Key Success Factors for Fostering a Culture for Innovation?

3.

Vision- and values-driven. Vision and values supply meaning, motivation, and cohesion. These are essential for a long-term culture-change initiative. This effort can build off of the SingTel core values.

4.

Applications-oriented. The change must make people more successful in their work, not more burdened (“yet another program/seminar”). Interventions must be “just in time” to help people be more innovative in each function.

5.

Role-modeled by top leaders. There must be leaders at every level, and especially at the top, who form strong coalitions to lead the change process – exhibiting the vision and values of the new culture in what they think, say, decide, and do.

What are the Key Success Factors for Fostering a Culture for Innovation?

6.

Systemic. From our research, there are 16 issues that must be addressed to create enough momentum to foster the new culture over time. Each case has a different priority of which of these come first-phase, second-phase, and so on.

7.

Evocative. The awareness, skills, and motivation to be more innovative cannot ultimately be “poured in” (in didactic presentations, for example) to people; it must be evoked and empowered.

8.

Self-spreading. Change occurs naturally when the climate is right and people have the capability to spread it on their own through dialogue and self-guided / team-oriented materials. The vision and values are used to guide and “coordinate” this process.

What are the Key Success Factors for Fostering a Culture for Innovation?

9.

Common language. Having a proliferation of different “programs” can create a lack of cohesion – just the opposite of the synergy required to innovate within and across functions. Tools based on a common language remedy this situation.

10.

Short-term wins as well as long-term gains. Signs of success cannot wait until after 8-12-18 months. There must be short-term benefits and achievements, both in the culture itself and in the business outcomes in each function.

Contact Us

To learn more about how you can put the Innovation Styles to work for your organization, or to take a complimentary assessment, please contact us:

Creative Advantage Inc. – rostain@InnovationStyles.com

Global Creativity Corporation – wmiller@InnovationStyles.com

www.InnovationStyles.com



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