

A Model of Values Centered Team Innovation

Values

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Team Alignment and Attunement

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The Team Challenge

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Values

The word “value” comes from the Latin verb “valere”, which means “to be worth” and “to be strong”. In our daily lives, values are feelings and convictions regarding what is of strong worth (i.e., of importance) to us in what we think, say and do. Values shape what is meaningful and motivating for us. When innovation is based in values, we are conscious of creating what is truly important to us.

Thus, values centered teams tap into their greatest source of energy and inspiration, are invested in what they are creating and motivated to persevere to the end. Team members connect with their inner selves and with each other, working collaboratively towards goals based on their common values.

Values Centered Innovation

Values Centered innovation is the application of wisdom, values, knowledge and intelligence to develop and implement breakthrough and incremental improvements related to revenue-expansion (business development, new products/services/technologies, marketing/sales), time/cost efficiency (new/improved work processes), new knowledge creation, talent development, new business models and organizational designs, as well as customer/stakeholder enrichment, etc... in alignment with personal/company values.

Team Alignment and Attunement

Musical groups can give a great performance only if they’re “attuned” (in tune with each other) and “aligned” (playing the same music piece at the same rhythm). Otherwise, their music will not be pleasant, even if they start and finish the same piece together. With work teams, *alignment* means working collaboratively towards the same mission and vision. *Attunement* means understanding and respecting each person’s individual purpose and values, and developing relationships based on group values. Both alignment and attunement are required for healthy, productive, values centered innovation teams. Using this knowledge, we can build such teams using two fundamentally different strategies: alignment first or attunement first.

Task-orientation and Relationship-orientation

Based on the ground-breaking work of Blake and Mouton in the 1970’s, the distinction between “task-orientation” and “relationship-orientation” has proven itself to be universally practical in developing strong work teams. Task orientation means “achieving the team mission and goals,” while relationship orientation means “cultivating synergistic relationships.” Both are necessary for a team to function with integrity to produce meaningful outcomes. From the standpoint of innovation... Task-orientation is supported by increased diversity and originality of thinking, along with resolute alignment around the

team's vision and values. Relationship-orientation is supported by increased harmony and synergy, along with sustained attunement to personal values and differences.

Versatility

Versatility is a key skill for successful innovation teams. It contributes significantly to both alignment and attunement, and thus to task- as well as relationship-orientation. Versatility could be said to be a core value as well as skill to be embraced by innovative teams. Versatility has six sub-skills:

1. Recognize the dynamics of characteristics, preferences, and styles opposite from your own
2. Find the "value" in those opposites
3. Recognize the limitations of your own characteristics, preferences, and styles
4. Be patient and tolerant with differences
5. Expand yourself to "try on" the opposite characteristics, preferences, and styles
6. Continue to practice your own strengths

Innovation Styles®

Innovation Styles® provides a comprehensive way to address all five qualities named above: values-orientation, innovation, alignment + attunement, task + relationship-orientation, and versatility. On the following pages, you will find a model of team innovation that shows how the practice of Innovation Styles® can bring people together to achieve an innovative mission through synergistic teamwork.

A Model of Values Centered Team Innovation

THE TEAM CHALLENGE:

As a team, you can promote a more synergistic, innovative team by aligning your team members on what's necessary to achieve the team mission and goals and by attuning your team members to what it takes to cultivate synergistic relationships:

	TASK-ORIENTATION: (Increase diversity and originality of thinking – requires resolute alignment)	RELATIONSHIP-ORIENTATION: (Increase harmony and synergy – requires sustained attunement)
TEAM INNOVATION	<p>A. <u>Achieving the team mission and goals</u></p> <p>A1. How can we serve external and internal innovation needs?</p> <ul style="list-style-type: none"> ▪ Serve <i>external</i> needs ▪ Serve <i>internal</i> needs <p>A2. How can we follow a process to find and implement innovative solutions?</p> <ul style="list-style-type: none"> ▪ Define and focus on innovation challenges ▪ Generate, decide on, and implement innovative solutions <p>A3. How can we bring out the innovative best of each person?</p> <ul style="list-style-type: none"> ▪ Strengthen first impulses ▪ Leverage strengths ▪ Take advantage of strong profiles 	<p>B. <u>Cultivating synergistic relationships</u></p> <p>B1. How can we tap into personal and team values for meaning and motivation?</p> <ul style="list-style-type: none"> ▪ Support personal values ▪ Strengthen team values <p>B2. How can we develop an empowering work climate?</p> <ul style="list-style-type: none"> ▪ Introduce challenges in an inspiring way ▪ Boost enthusiasm and dedication ▪ Encourage different ways of working ▪ Give support for doing innovative work <p>B3. How can we synchronize opposites?</p> <ul style="list-style-type: none"> ▪ Broad and focused ▪ Facts and intuition ▪ Exploring and Modifying ▪ Visioning and Experimenting
VALUES	<i>Creativity, curiosity, honest debate, meaningfulness, open-mindedness, optimism, risk-taking, serving others, value of time, versatility</i>	<i>Cooperation-collaboration, freedom, giving-sharing, harmony, learning, patience-tolerance, playfulness, respect, synergy, trust</i>

THE LEADERSHIP CHALLENGE:

As a team leader, you can promote alignment to achieve the team's mission and goals, attunement to cultivate the environment for innovation, and values that foster innovative teamwork.

**VALUES CENTERED
TEAM INNOVATION**

C. Achieving the team mission and goals

C1. How can you lead an innovative team to achieve its mission and goals?

C2. How can you strengthen the team capacity for practicing its task-oriented values?

(such as: creativity, curiosity, honest debate, meaningfulness, open-mindedness, optimism, risk-taking, serving others, value of time, versatility)

D. Cultivating synergistic relationships

D1. How can you lead an innovative team to cultivate synergistic relationships?

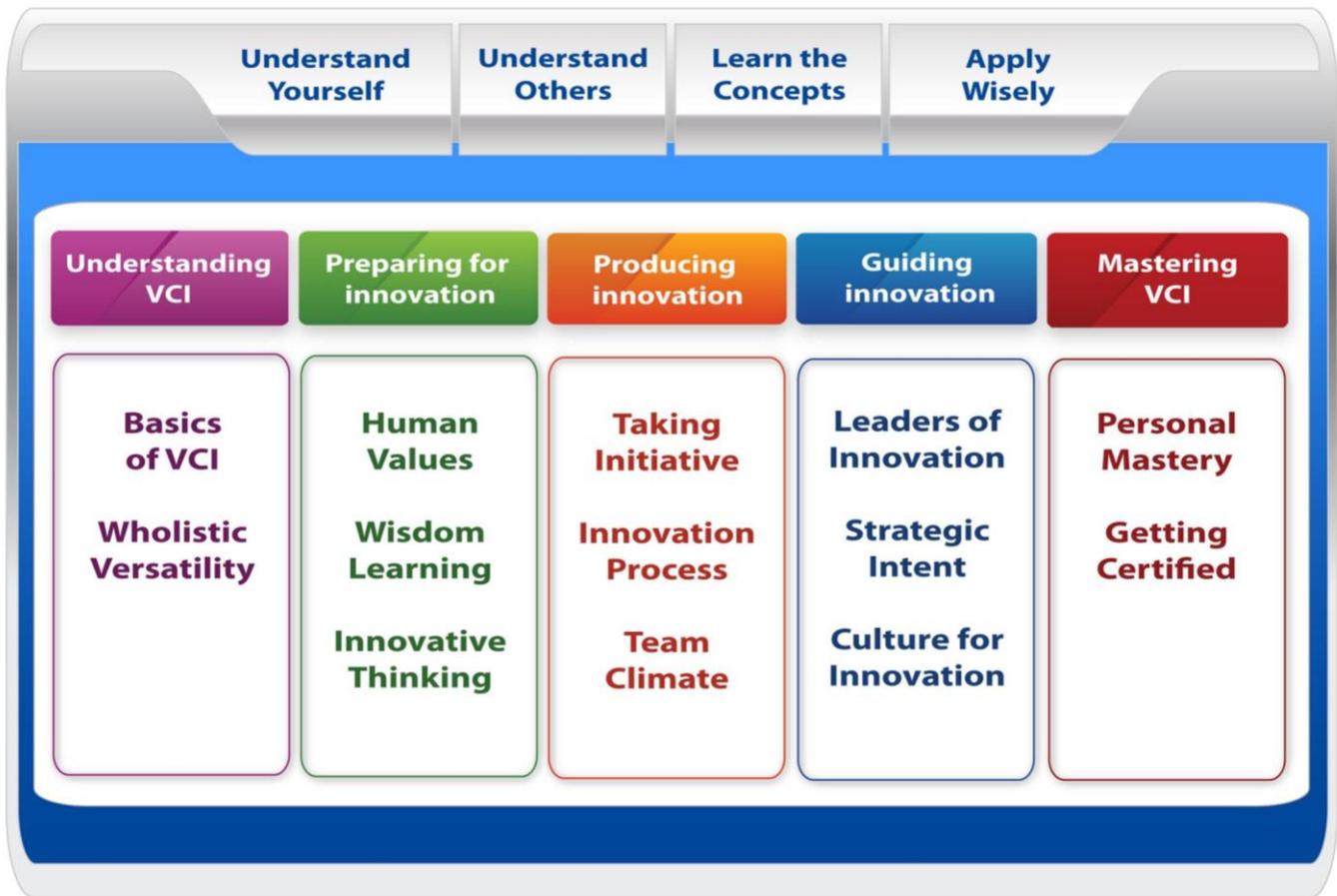
D2. How can you strengthen the team capacity for practicing its relationship-oriented values?

(such as: cooperation-collaboration, freedom, giving-sharing, harmony, learning, patience-tolerance, playfulness, respect, synergy, trust)



The VCI curriculum enables you to develop your competencies for the art and discipline of innovation

There are 5 streams and 13 integrated modules that strengthen your awareness, skills and knowledge for innovation, using a 4-step adult learning model



To learn more about our fully integrated innovation curriculum, please contact us.

Values Centered Innovation™

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