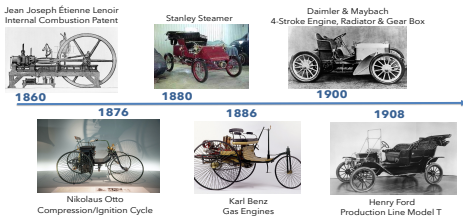


Leading Innovation and Change

José Antonio Bowen

Innovation is Iterative



Innovation is Serendipitous

A big idea is rarely obvious in its first iteration

Innovation is Timely

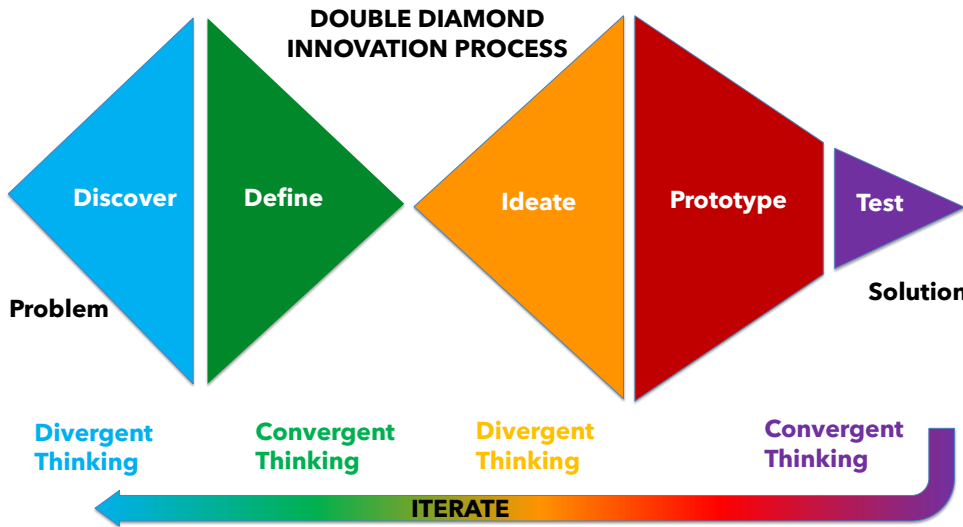
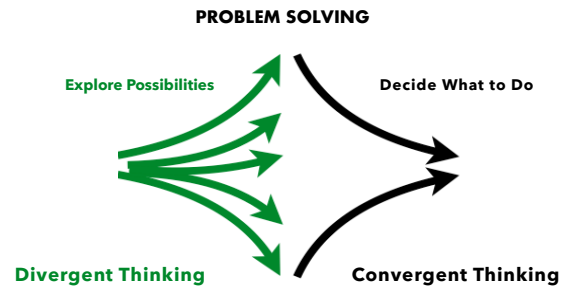
Innovation is Resisted

Innovation is Hard

GET STOKED – Stokes are exercises that help your brain get into is messy play space

Innovation requires:

- Being uncomfortable
- Making messes
- Starting now
- Capturing work in progress
- Tangible objects for feedback



Divergence and convergence are both required for problem solving.

DISCOVER

- Empathy & Research
- Both thick and thin
- What are the pain points?
- For whom is this a problem?
- Who is visible? Who is not?

DEFINE

- Clarify & Narrow
- New Questions vs New Solutions
- Can insight and empathy change how you frame the question?

If I had asked people what they wanted, they would have said faster horses. (Henry Ford)

(Re-Re)-Frame the Problem

“How Might We” Statements

How might we			
Use the prompts below to expand and specify the HMW above. Hints: use a verb that implies change, keep the solution out of the question, focus on people.			
Amp up the good: How might we...	Focus on emotions: How might we...	Take it to an extreme: How might we...	Focus on a unique user: How might we...
Question an assumption: How might we...	Utilize an analogy: How might we...	Focus on an element: How might we...	Create joy: How might we...

Restate or Reframe the Problem: Solve for ONE human-centered problem only.

Broad enough for creativity & narrow enough to be manageable.

Include an action verb.

Something to move you along.

A FUTURE STROKE

It is ten years from now how does this change your approach and assumptions about this problem? (Ex. There is a new pandemic, but you have developed a vaccine that can prevent it. You need to distribute it quickly around the world.)

- What will you be doing?
- What new technologies will you be able to use?
- What unique skills will you have to bring to this task?
- What emotions are you feeling?

Write for four minutes in as vivid detail as you can.

IDEATE -- QUALITY FROM QUANTITY

Quantity is the single greatest predictor of success

In order to have good ideas, you need a lot of ideas.

Linus Pauling

- You rarely know at the beginning what is a big idea
- Spend MUCH more time on quantity, before you refine
- **DARE TO BE OBVIOUS!**
 - What is obvious to YOU is NOT obvious to me.
 - Encourage divergent thinkers to speak up.
 - Start (and periodically) create INDIVIDUAL post-it notes

Innovation Verbs

- **Recombine** (IDEAS are CONNECTIONS)
- **Reimagine** (rethink without regard for the sacred cows)
- **Reverse** (or change assumptions)
- **Expand** (beyond existing structures or unexamined culture)
- **Collaborate** (do things together instead of alone)
- **Partner** (internal or external entities)
- **Automate** (where could we free up time to do other things?)
- **Observe** (what do people actually do?)
- **Align** (with aspirations, policy, values, and goals)
- **Simplify** (reduce needless complexity)
- **Consolidate** (combine multiple efforts)
- **Eliminate** (stop doing what is underperforming or not adding value)
- **Compare** (look for inexact analogies & similarities)

Ask AI

ASK A.I.

- Can you suggest fifty new ways...
- Provide five ideas for how to introduce X
- Make these three ideas better
- Can you put this into simpler terms?
- What are the 50 most important uses of Y?
- Rewrite these new product descriptions using company language

Sutton, R. I., & Hargadon, A. (1996) Brainstorming groups in context: Effectiveness in a product design firm
Administrative Science Quarterly, 41(4), 685-718.

Hargadon, A. & Sutton, R. I., (2000, May-June). Building an Innovation Factory. *Harvard Business Review*
Utley, J. & Klebahn, P. (2022) *Ideaflow: The Only Business Metric That Matters*. Portfolio

Constraints for more innovation – DRAW

COMBINE & GROW: The Collective Intelligence of Groups

BOOSTS: build upon or strengthen the idea

PROTOTYPE

Evaluate & Narrow:

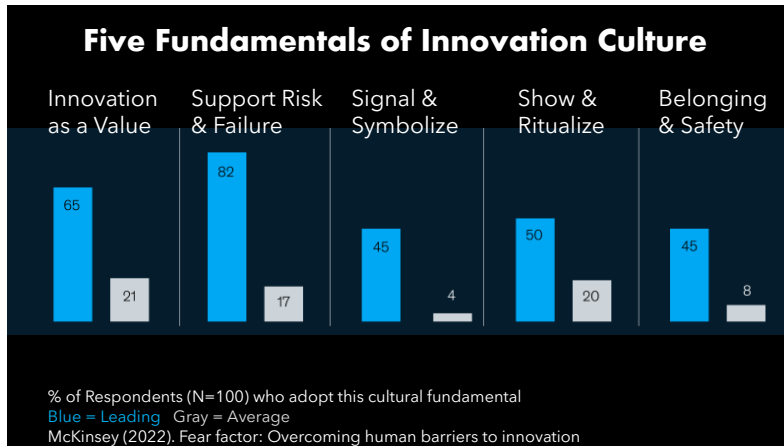
TEST

“Easy come, easy go.”

Iterate

Keep the process open

INNOVATIVE CULTURE & FAILURE



KEEP IDEAS ALIVE

BIG IDEA SESSIONS

ANYONE can create an Innovation Team

SHARE & CAPTURE good ideas

TED talks or 5m x 5idea Sessions

KNOWLEDGE BROKERS

SPAN multiple units

LOOK for new places for old ideas

SUGGEST new connections and combinations

Leading an Innovative Culture

1. Build Trust
 - a. Focus on Relationships
 - b. Set Clear Expectations
 - c. Remove Obstacles
 - d. Provide Recognition
2. Increase Tolerance for Ambiguity
 - a. You rarely know at the beginning what is a big idea!
 - New ideas tend to be awkward and subtle
 - Single ideas are rarely big: innovation is about combinations
 - Innovation is iterative (not lightbulbs)
 - b. Support dissent, experimentation and failure
3. Leverage Diversity
 - a. Re-socialize divergent thinkers to speak up
 - b. Explore assumptions about efficiency
 - c. Openness to alternatives
 - d. What cues and messages does your work culture send about innovation?
4. Create Space
 - a. Create time and space for innovation: it is work
 - b. Support the process
 - c. Support big ideas: Better to have a great idea that is hard than a mediocre idea that is easy
 - d. Everyone needs to think and act strategically: if innovation matters then it is everyone's work.

CULTURE IS LIKE A MAGNET: Alignment over Conformity
5. Reframe failure
 - a. Language
 - b. Permission Slip for Failure
 - c. Debrief- Project Funerals

Overcoming Resistance to New Ideas

- **Anticipate Friction**
 - Even powerful ideas must overcome friction
 - One prototype will always be compared to the status quo
 - Include multiple versions/extreme options (wine lists drive you to the middle)
- **Repetition**
 - Cato the Elder: “Carthage must be destroyed”
- **Start Small**
 - Don’t wait to perfect the idea!
- **Emphasize Similarity**
 - Newness can also be repellent
 - Analogies: Computer desktop works like an old desktop; Uber for dogs?
- **Stop Explaining**
 - Become curious and discover the source of resistance
 - Focus on emotions: is this psychological ownership or a competing priority?
 - Ask for input

Uncertainty = a (natural) bias to DELAY
 If MORE change is ahead, waiting makes it WORSE
 Make the best decision you can and then revise
 Trust, transparency and relationships matter more

Uncertainty Leadership – overcome your instincts

Instinctive	Needed
Wait for more info	Act with urgency Acknowledge you are acting without clarity Make the best decision you can and revise
Downplay and withhold	Transparency and Trust Prepare people
Blame	Admit mistakes & take responsibility Solve problems as best you can
Steady Stay the course Command and control Standardization and efficiency are vulnerable (toilet paper)	Nimble and constantly updating Anticipate options Strategic & Antifragile More movement & opportunity: offence & not just tactical Diversity of advice Decentralized Courage – empower your team
Dispassionate – professional rational	Human –compassion, caring, empathy, big picture (Maslov) Listen: find on the real problem

Jacinda Arden
 March 21, 2020

<https://www.youtube.com/watch?v=AvRuYrH5rjs>

Leadership is about connecting the big vision with what people do every day

Sell the cookie, Not the recipe

Inspire with Stories
 Start with Why