

Instilling Innovation in the Work Place

Developed by:

iConnect Consulting

Is there something else out there?





What is Innovation

There is no correct definition of innovation and many organisations have very different definitions of what innovation means to them, from a simple change that adds value to ground-breaking ideas that change the game.

Incremental change

Breakthrough transformation

Innovation Spectrum

What is Innovation

An innovation is a successfully implemented idea

This can be a completely new idea or the application of an existing idea in a different area or market and spans across

- products, goods or services
- technology
- operational processes
- organisational/managerial processes
- marketing methods
- etc.

What is Innovation

- Innovation is a collective challenge
- Innovation can/should be managed
- Innovation should be organised in a process
- Innovation draws its power from a good working atmosphere and corporate culture
- Should be a mix of top down and bottom up innovation

Why Systematic Innovation Management?



- Generating Innovations is a bit like going fishing – you never know what you are going to catch, how much of it, and if the big fish you were hoping for is going to end up in your net or not
- The spectrum of sources and techniques to capture innovative ideas is like a net the organisation uses to go fishing
- The more comprehensive and continuously you cast that net, the higher the probability to catch the right ideas





iConnect Consulting

Idea to Innovation Ratio



Stevens, G.A. and Burley, J., "3,000 Raw Ideas = 1 Commercial Success!"

Strategies to Improve Innovation Success Rates



Best practices that have proven to enhance the likelihood of developing successful innovation programs include:

- ❑ Have clearly defined frameworks for innovation management and collaboration
- ❑ Build Innovation Networks (including suppliers and partners)
- ❑ Set up dedicated and cross functional / diverse innovation teams
- ❑ Implement performance indicators for innovation initiatives
- ❑ Foster the right organisational culture to support innovation
- ❑ Create Innovation Portals and digitise innovation processes
- ❑ Assess the effectiveness of Innovation Programs
- ❑ Communicate and celebrate successes

Creativity Methods



TRIZ

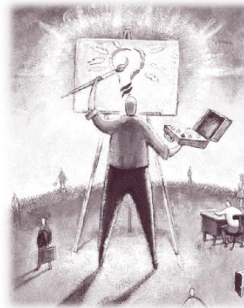
Provocation and Transfer

Analogy

Brainwriting
Method 6-3-5

Brainstorming

Brain Move /
Brain Walk



Reverse Method

Walt-Disney Method

World Café

Sculpturebuilding

Provocative
Word Analysis

Storytelling

Mind Mapping

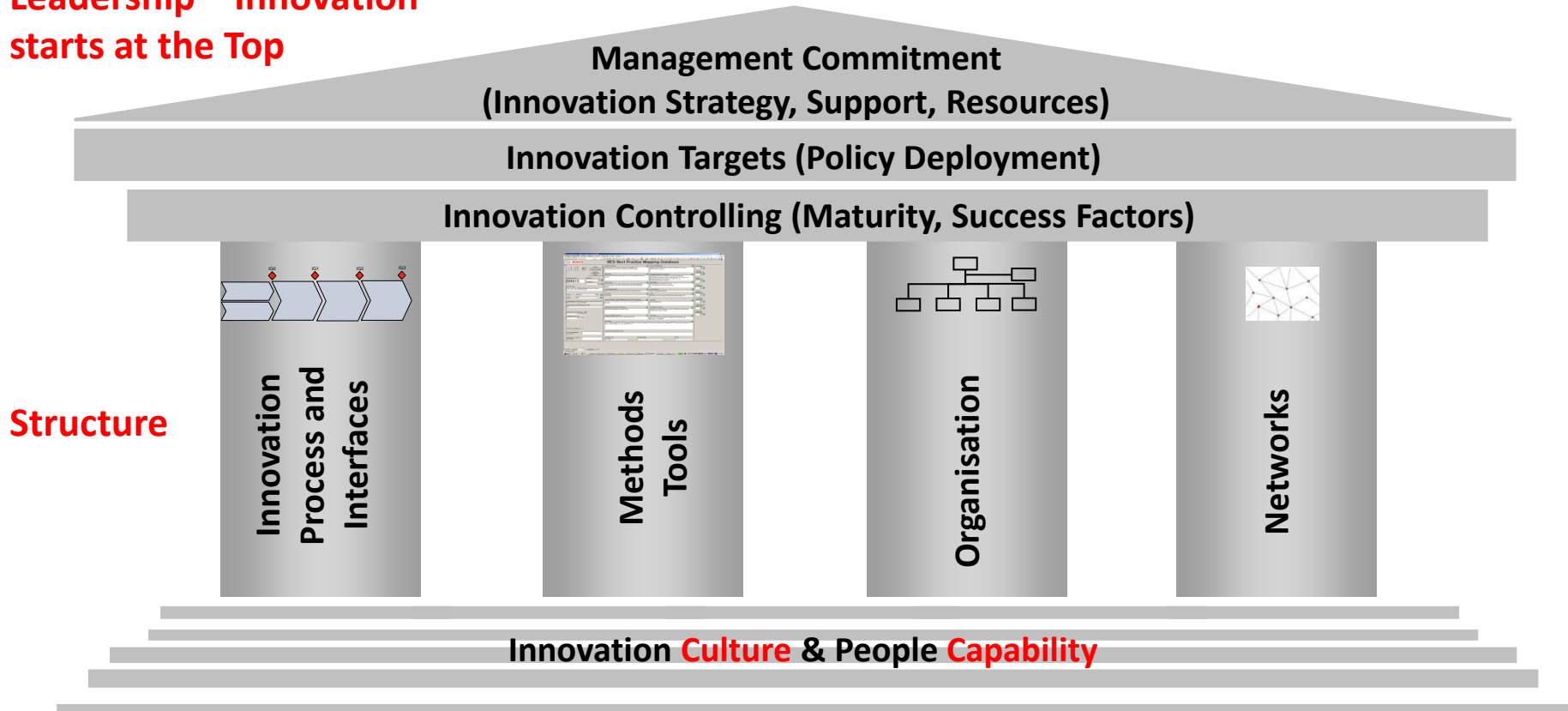
Masterpieces

The House of Innovation



iConnect Consulting

Leadership – Innovation starts at the Top



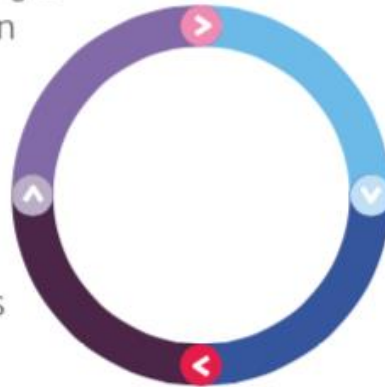
Organisational Culture

Align Innovation & Business Strategy

- Ensure that all stakeholders have visibility on the strategy/vision of company
- This ensures that innovation efforts are targeted towards initiatives that the organization supports, and enhances their chances of success

Foster Collaboration

- Create small start-up like teams that focus on testing new ideas
- Smaller teams enhance collaboration/communication and can therefore predict upstream challenges



Reduce Fear of Failure

- Propagate an operating structure where a senior level sponsor provides approvals at every stage of the NDP value chain
- This enables project teams to try different ideas as it provides a sense of “joint responsibility” in case of failures

Drive Openness to New Ideas

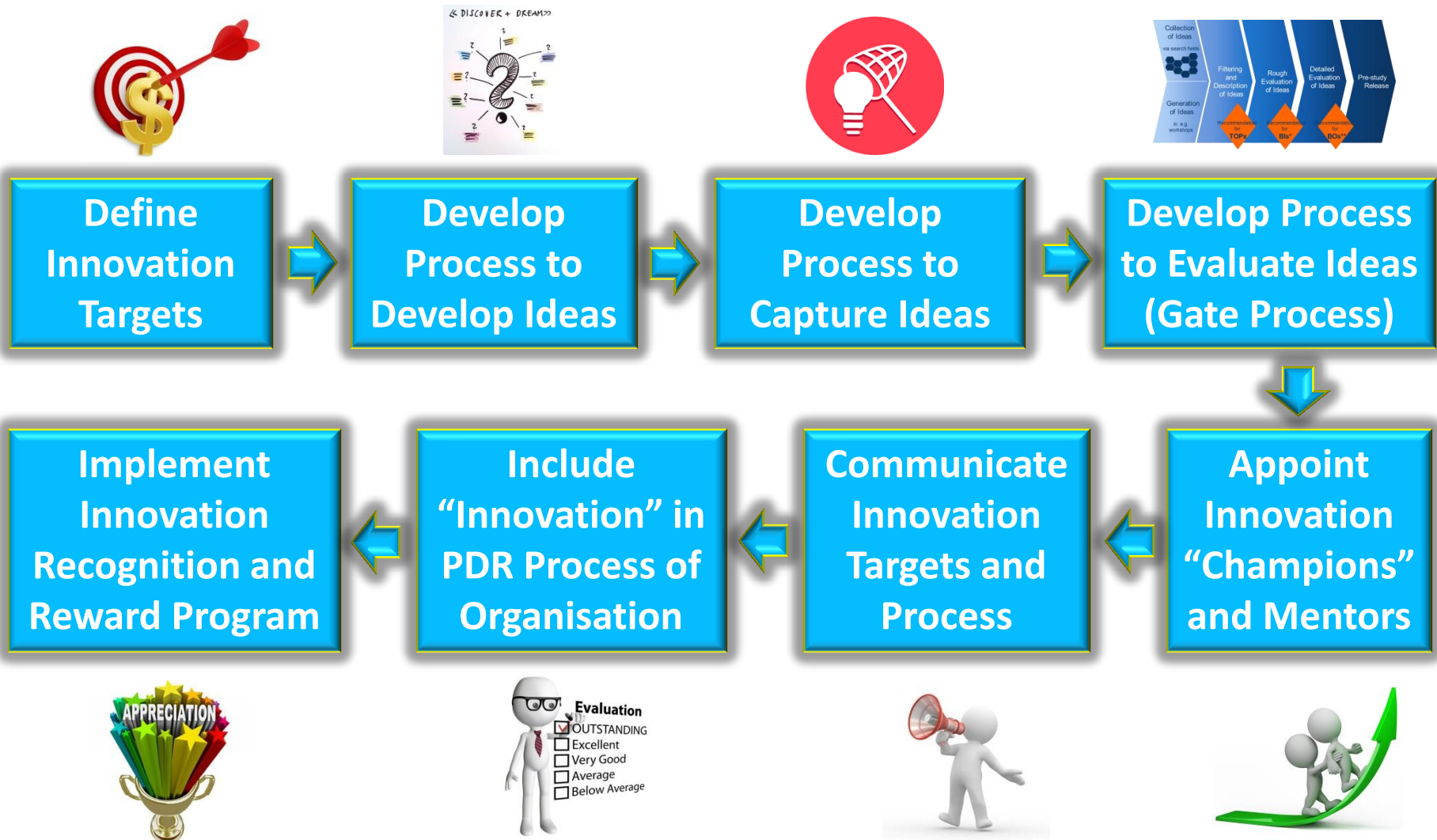
- Eliminate resistance to external ideas/functional fixedness
- Companies need to develop a culture where they constantly validate internal NPD initiatives against external stimulus to ensure the success of innovation programs

Large companies should focus on building business incubators that have small team sizes and mirror the environment that exists in an agile start-up. These teams should have stakeholders with diverse skill sets, as well as individuals from the top management of the company. This creates better collaboration and a higher level of autonomy, which enables the incubators to evaluate the proof of concept for new ideas.

Innovation Process – First Steps



iConnect Consulting






The Secret of Innovative Companies



Innovation is a system: a mixture of insight and creativity, as well as a disciplined process that consistently promotes progress

- Treat Innovation as a **System**
- Design the System for **Speed**
- Learn by Doing: **Fail Fast and Fail Cheap**
- Reach for **Big** Ideas
- Institutionalise **IP**

World-Class Companies Treat Innovation as a System

Innovation strategy 	Innovation agenda: where and how to create growth and value				
	Innovation types	Innovation sources	IP strategy	Targeted domains	
Research and product development 	Research and technology	New-product development	Life cycle management	Portfolio management	
	Lean product development (R&D and engineering)				
Enabling systems, tools, and capabilities 	Tools and management systems	Rapid prototyping	Talent and culture	Organization and governance	Metrics and incentives
	External policy management				

Source: BCG analysis.

Requirements of an Innovative Company



- No single innovation tool or method will deliver consistent, profitable breakthroughs, and neither will a hodgepodge of misaligned or poorly integrated practices. It takes a **systematic approach to build a systemic capability**
- Skills, tools, metrics, processes, platforms, incentives, roles, and values **all have to come together** in one supercharged, all-wheel-drive, race-winning **innovation machine**

Requirements of an Innovative Company



- A sharp, shared definition of innovation
- Defined Innovation Focus Areas – set specific tasks/problems (Top Down Innovation)
- Employees who have been taught and encouraged to think like innovators (Bottom Up Innovation)
- Comprehensive innovation metric (Inputs, Throughputs, Outputs)
- Accountable and capable innovation leaders
- Innovation-friendly management processes (system view with a board sanctioned budget)

Requirements of an Innovative Company



- If your company is really serious about building an innovation engine, then it needs to upgrade everyone's innovation skills, agree on what counts as innovation, establish comprehensive metrics, hold leaders accountable for innovation, and retool its management processes so they foster innovation everywhere, all the time
- These can't be isolated initiatives – they must work in harmony!

From Mission to Market



- Identify if your organisation does have a preference for the front end (idea generation) or back end (process and framework to assess ideas) of the innovation process, and consider investing in capability building for the weaker end
- Review your current process to identify if there are any bottlenecks where things are getting held up or slowed down. Find a way to resolve these bottlenecks, which will improve the entire process
- Ensure you have a good balance between focusing on short-term wins, which will most likely be incremental innovations, and longer-term, more disruptive innovations
- When making decisions, try to use your intuition. Research has shown our intuition to be far more effective and accurate at making optimal decisions on which ideas to progress and which to leave behind compared to rational decision-making

Core Business Benefits



- Engaging and inspiring people to tap into the power of the internal crowd, and empower people to create, invent and innovate new products, processes and services
- Increasing ROI to shareholders
- Achieving business growth goals and improving bottom line results
- Increasing business value making the business attractive to shareholders, mergers and acquisitions
- Making productivity and efficiency gains to increase profitability
- Competing successfully to respond to industry disrupters, increase market share and extend product lifecycles
- Responding quickly by developing the internal capability in both human and technology resources to change direction and do things differently

Food for Thought



You have an idea, you take this idea and you pull all the things that need to come together and it's called 'believing.' Innovation boils down to conceive it, believe it, achieve it. > Leon Royer

retired executive director, 3M