

The Keys to Understanding Innovation

Initial steps in creating an innovative mindset

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Goals

Help you formulate the *right questions* which elicit the *right answers* needed to innovate, and determine if your organization is *ready to act* on the answers you receive.

Objectives

- Why innovation is valuable in most situations;
- How questions are at the core of innovation;
- Who should be asked the questions;
- What are the right questions;
- How do you determine the organization's innovation readiness.

Why Innovate?

Three Rules of Work

- ◆ Out of *clutter*, find *simplicity*
- ◆ From *discord*, find *harmony*
- ◆ In the middle of *difficulty*
lies *opportunity*

Albert Einstein



Why innovation is valuable in most situation?

OBJECTIVE ONE

Times of **Crisis** or Opportunity



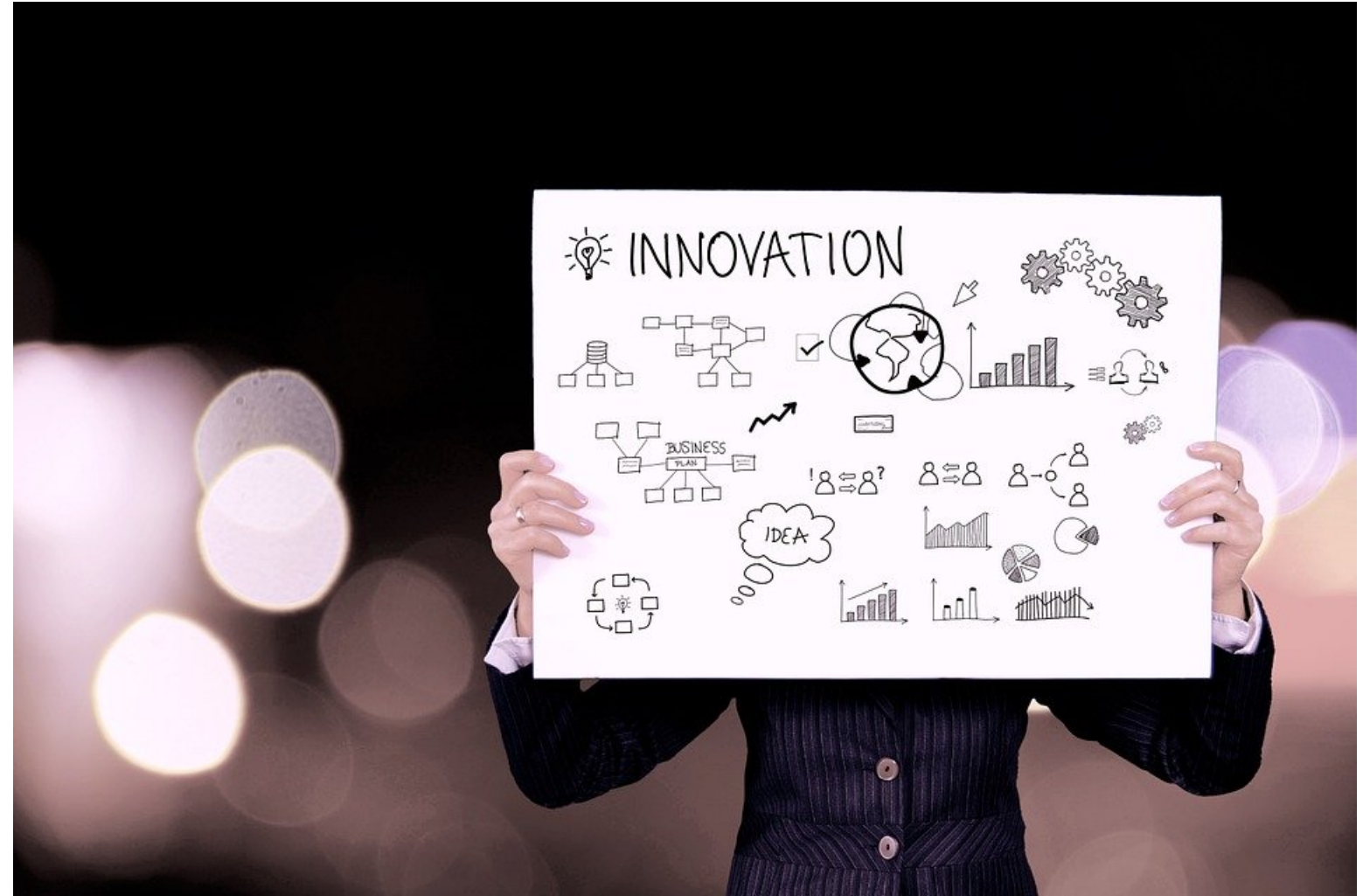
Crisis

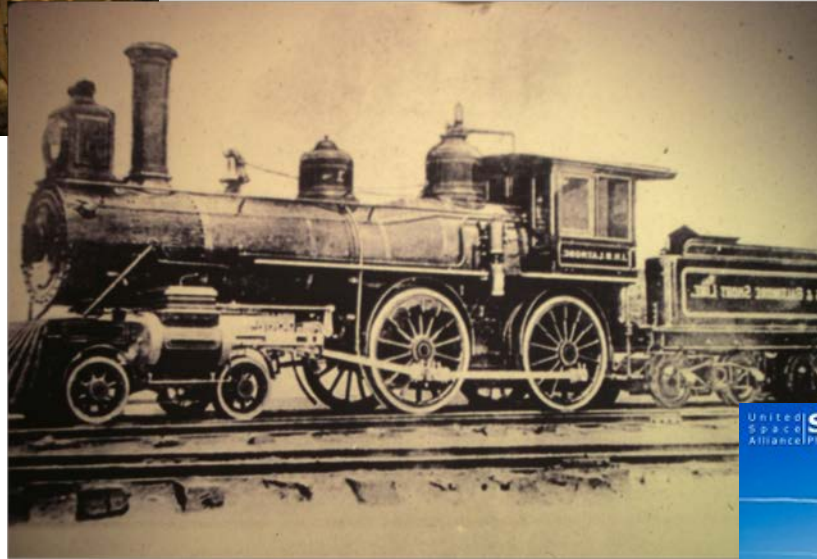


Opportunities for Innovation

- Low-end innovations offering more for less (\$)
- Previously unknown or unimportant problems
- Competitors are otherwise distracted
- New talent pool
- Sense of urgency

Move off the
beaten path





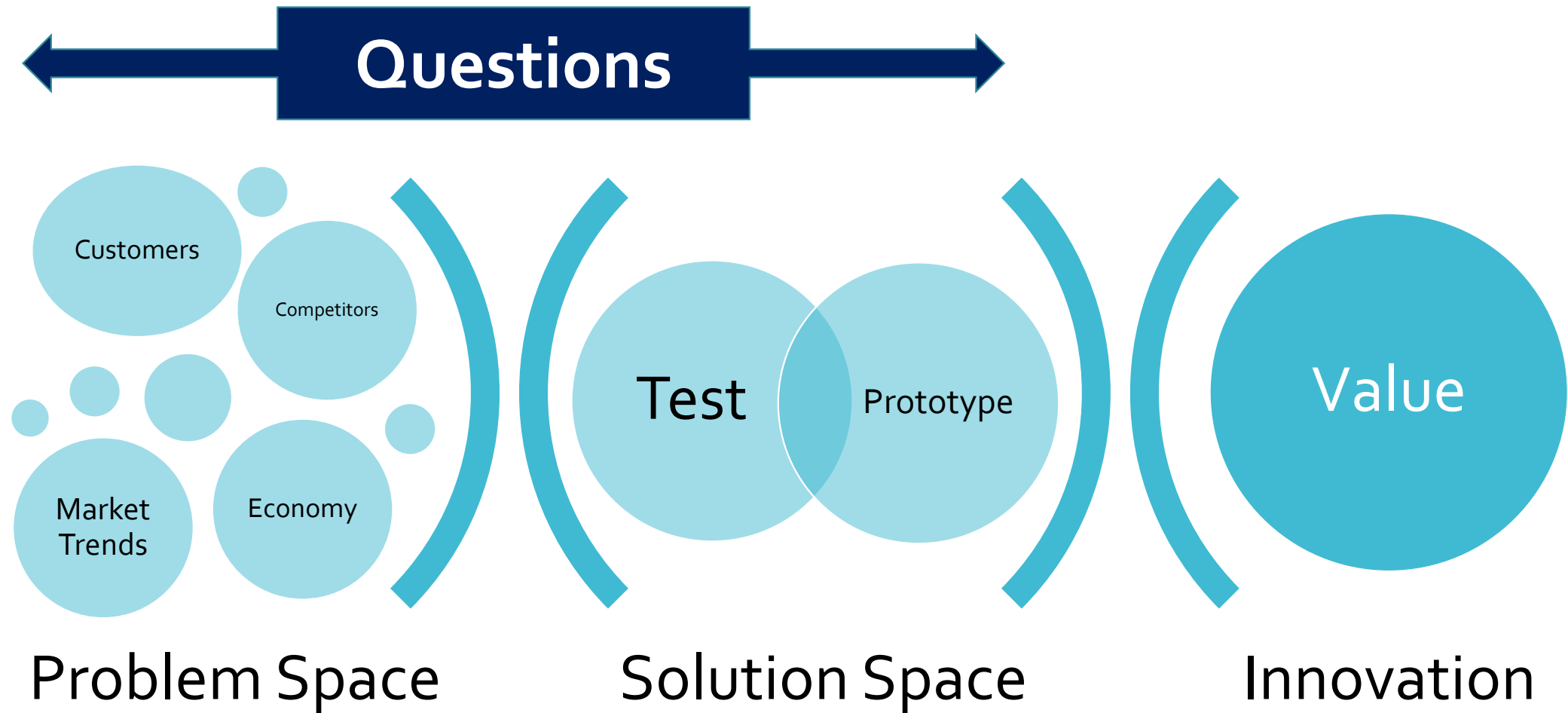
4 feet and 8-1/2 inches





**Examples of an organization,
group, or person that
successfully got off-the-beaten-
path**


Innovation Framework





How questions are at the core of innovation?

OBJECTIVE TWO



**“The answers you get
depends on the
questions you ask.”**

Thomas S. Kuhn

Questioning Mindset




School
Work
Internet



Google™

Google Search

I'm Feeling Lucky



Who should be asked the question?

OBJECTIVE THREE

Stakeholders



Who cares?
Who know?
Who must agree?

External

- Customers
- Vendors
- Partners

Internal

- Employees
 - Champions
 - Users
 - Designers
 - Developers

Questioning Mindset

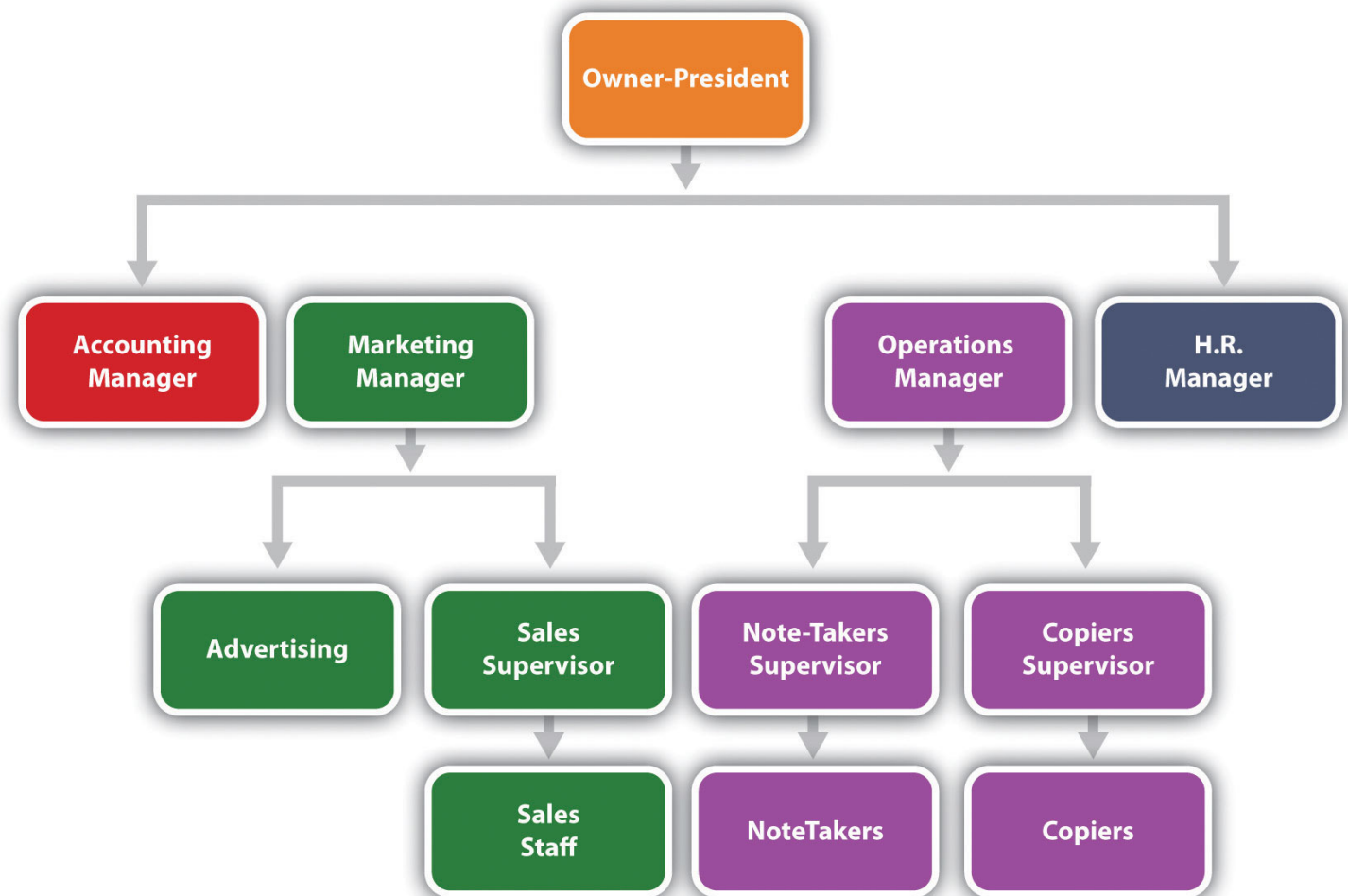


Image credit: cmaconsult.com

Sequencing

- When is the appropriate time to engage?
- How will the stakeholder participate?
- How can I engage them efficiently?

Diversity





Examples/questions about identifying stakeholder



What are the right questions?

OBJECTIVE FOUR

Questioning 101

Declarative .

Imperative !

Explanative !!

Interrogative ?

Who?

Where?

When?

Why?

What?

Which?

How?

Questioning 101

- Open
- Closed
- Probing
- Leading

Question Types & Goals

VIEW OF
PROBLEM

Wide

Adjoining

Elevating

Narrow

Clarifying

Funneling

*Affirm what we
know*

*Discover
something new*

INTENT OF THE QUESTION

Considerations When Asking

Tone

- Vocal
 - Connect and build trust
- Environmental
 - Purpose and transparency

Considerations When Asking

Sequencing

- What Is? *describe*
- What Caused? *understand*
- Why & Why Not? *Disrupt*
- What if? *Disrupt*
- How? *Converge*


Considerations When Asking

Probing

- Clarification
- Completeness
- Accuracy
- Evaluation

Do **Not** Ask !

- What's the problem?
- Whose fault is it?
- Why don't you do it this way?
- Haven't we tried this already?
 - Better - *What is different this time?*



How do you determine both organizational **Innovation Readiness?**

OBJECTIVE FIVE

Innovation Maturity Matrix

Maturity



Traditional

Centralized R&D/Innovation
Unit responsible for all
innovation and development

Advanced

Coordinated innovation
across entire organization,
separate units for descriptive
innovations

Beginner

Innovation relies primarily on
heroic individuals, little
formal processes

Scaling

Focused on building
innovation capabilities of
business units

Scale

Employee Assessment

- How good are your employees in identifying new opportunities for innovation?
- How supportive is your workforce environment when it comes to collaboration and innovative activities?
- Are your employees motivated, rewarded and organized to innovate repeatedly?
- Are you staying competitive by developing and launching innovations quickly and effectively?
- Are your employees familiar and on board with all of your innovation activities and planning?

INNOVATION

Assessment: Is Your Company Actually Ready to Innovate?

by [Daniel Dworkin](#) and [Markus Spiegel](#)

November 06, 2015

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How much do you agree with each statement about your organization?

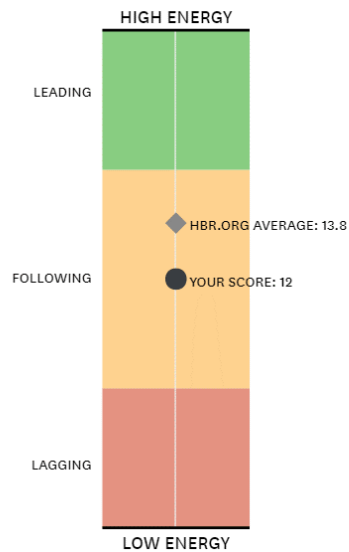
1. Leaders communicate an exciting vision for the work my company pur

- ☐ Strongly agree
- ☒ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

2. Leaders demonstrate sustained, visible support for the projects they

- ☐ Strongly agree
- ☐ Agree

Constant Energy



Why it's important:

Team members who demonstrate constant energy—that is, strong and consistent passion and engagement—are equipped to challenge assumptions, develop new solutions to problems, and persevere in the face of setbacks. When energy is low or sporadic, teams either fail to deliver innovation results or achieve only incremental impact.

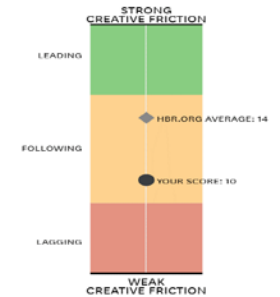
Tips for leaders:

- Set high expectations for teams to achieve breakthroughs.
- Convey your own passion for the innovation opportunities that teams pursue.
- Make the team's progress, learning, and success visible to other colleagues.
- Set ambitious timelines to inspire teams to move into action quickly.
- Stay in contact with team members formally and informally from project kickoff to conclusion.

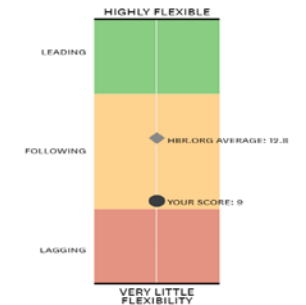
Tips for team members:

- Pursue ideas that excite you personally—and share your enthusiasm with your teammates.
- Tell people outside your team about its progress, learning, and success.
- Approach customer collaboration with a spirit of curiosity and open-mindedness.
- Set regular meetings with project sponsors, and reach out informally between status updates.

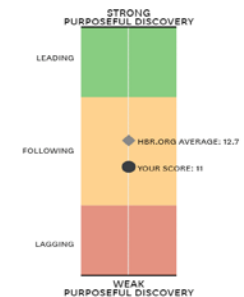
Creative Friction



Flexible Structure



Purposeful Discovery



Closing

Why innovation is valuable in most situations;

How questions are at the core of innovation;

Who should be asked the questions;

What are right questions;

How do you determine both personal and organizational innovation readiness.

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