

Creativity & Innovation



Dave Jarman

“Problems cannot be solved by the same level of thinking that created them.”

Albert Einstein

Today's session:

- Definitions: Creativity and Innovation
- Sources of Ideas
- Developing your ideas
- Evaluating ideas

Creativity Defined:

- Creativity is the *ability to generate ideas (not necessarily good ones)*
- It is **not** musical or artistic ability

How creative are you feeling?

- Creativity Exercise #1
 - Individual Exercise:
 - 1 minute
 - How many ways can you use the mystery object?
- Creativity Exercise #2
 - Group Exercise:
 - 2 minutes
 - How many ways can you use the mystery object?



Defining Innovation

- “An Innovation is the implementation of a new or significantly improved product (good or service).”
 - OECD: Oslo Manual
- An idea – acted upon.
- Doing something differently to achieve a better outcome.
- Success in innovation is measured by its *adoption* or *impact*, not its novelty.
- **Product Innovation** – a new product or service (with significant new or improved features)
- **Process Innovation** – a new or improved production or delivery method
- **Marketing Innovation** – changes to positioning, pricing, packaging etc
- **Organisational Innovation** – changes to a firm’s practices, organisation or external relations (including the *Business Model*)

What drives new ideas and innovations?

Needs/Problems:

- Identification of problems encourages people to solve them.
- Someone asks “how do we fix this?”

Possibilities/Opportunities:

- Another breakthrough provides a ‘stepping stone’ to progress.
- Someone asks “what if?”

**Do you have a problem looking
for a solution or a *solution*
*looking for a problem?***

Solving Big Problems

The Cynefin Framework:

- Obvious problems:
 - Sense-Categorise-Respond
- Complicated problems:
 - Sense-Analyze-Respond
- Complex problems:
 - Probe-Sense-Respond
- Chaotic problems:
 - Act-Sense-Respond

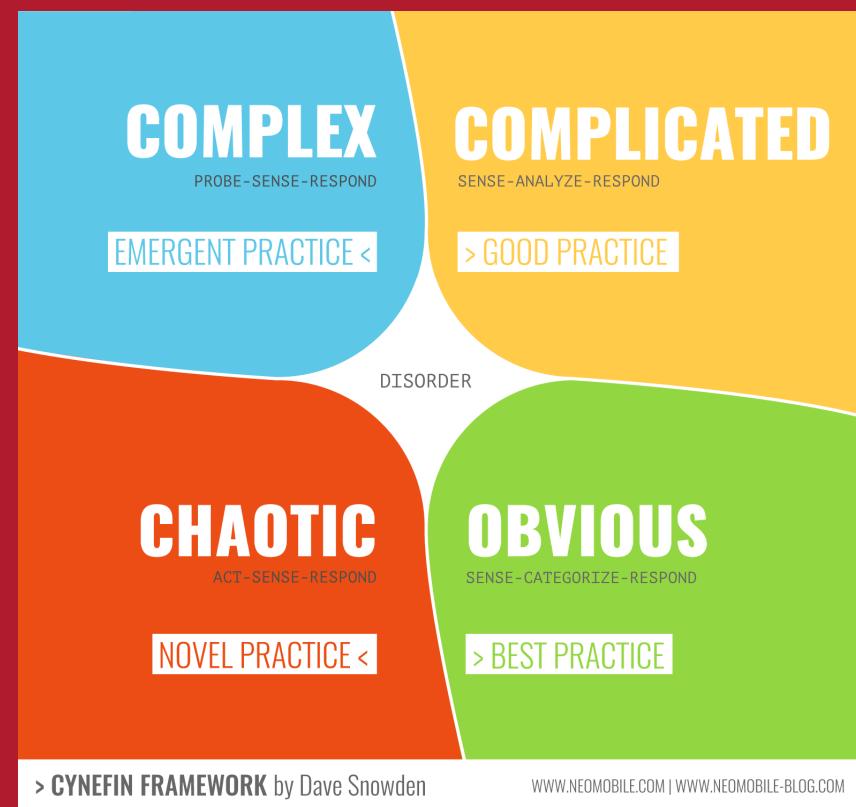


Image Credit: www.neomobile.com



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



Solving Small Problems can still be valuable...

- Itches, Frustrations, Pains...
- Does anyone else feel your rage?
- Will they pay you to share, relieve, mitigate, or remove it?
- Missing or Under-served?



Photo Credit: Alex Iby on Unsplash

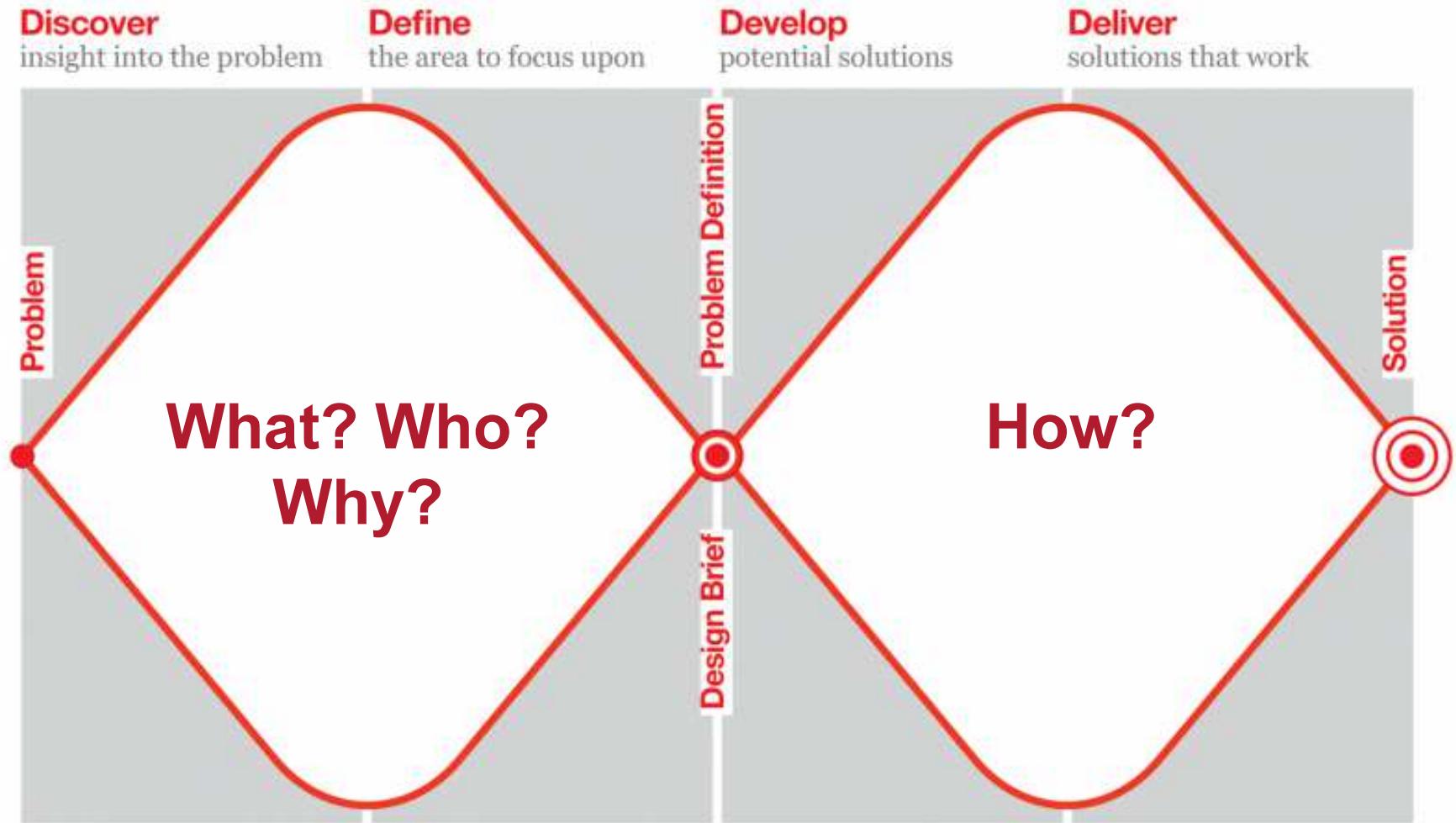
Problem Statements

Who needs a way to **What** because **Why**.

Dave needs a way to **help him exercise** because he **struggles to find the time (and motivation)**.

Why? Why? Why? Why? Why?

Not How.



The Design Council's Double-Diamond design process.

So where does the *How* come from?

Where do good ideas come from?

New possibilities come from changes in ‘practices’

- New technologies or materials
- New skills or knowhow
- New meanings and norms (new attitudes)

- What does the future look like?
- *“Innovation is future common sense”.*



Image Credit: Pacific Standard.

‘Technological’ opportunities

What emerging technologies allow us to do things that we could not before?

- Accelerometers
- Air quality monitoring
- AI/Machine Learning
- Big Data / IoT
- Biofeedback
- Face recognition
- GPS
- Head-mounted displays (i.e. glasses)
- Smartphones
- Temperature monitoring
- Video-calling
- Voice recognition
- Wearables

What are your own innovative sources?

- Where do you find out about the future?
- What good blogs and news sources do you read?
- Do you read your industry press?
- Do you keep or curate your good ideas?
- How diverse are your sources – how good is your *scrapyard* of ideas?

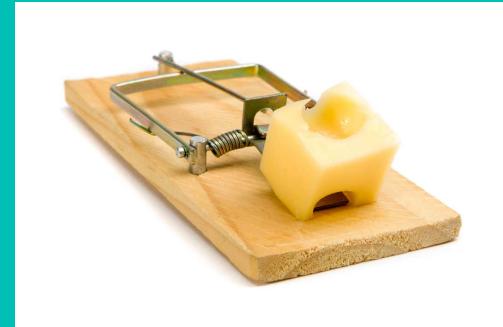


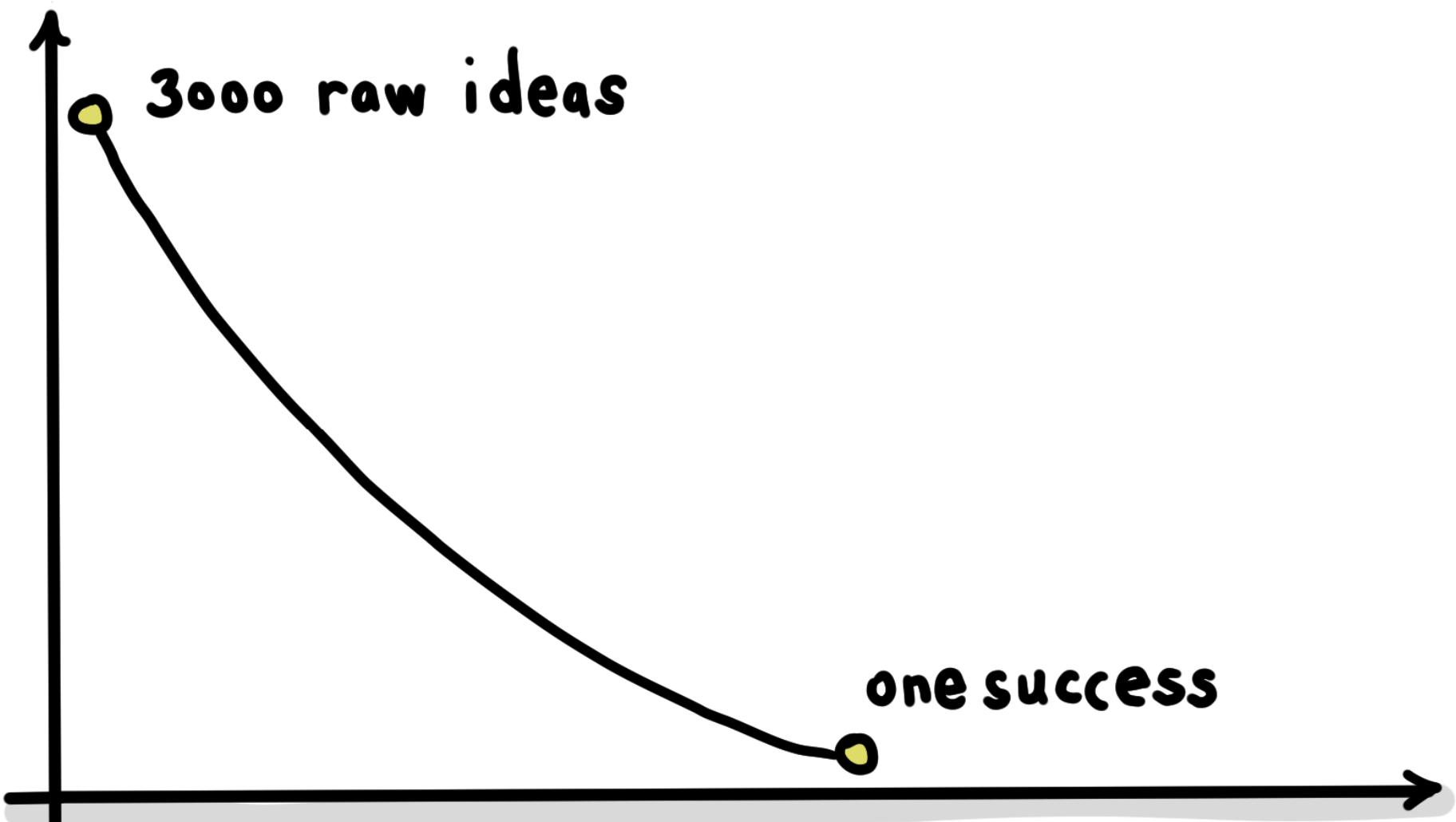
Picture Credit: Austin Kleon

Ask the right question...

- How do I build a better mousetrap?
- How do I catch more mice?

- What is a shoebox for?
- What could you use a shoebox for?
- How many uses can you think of for a shoebox?
- Can you think of 100 ways to use a shoebox?





'Do Bands'



Rule #3
Pass it On

Evaluate and Test

- Clustering ideas
- Criteria-based testing



Table 2. Vacation options using a weighted decision matrix. To calculate the weighted score, multiply the weight by the score for each option. For example, Hershey Park's affordability is scored as a 5, and affordability is weighted as a 3, so the weighted score for Hershey Park's affordability is 15.

Weight	3	2	1	
Vacation Options	Affordability	Fun	Ease of Travel	Weighted Score
New York City	1	9	7	28
Disney Land	3	7	3	26
Hershey Park	5	5	5	30

Evaluating your idea

Does it fit with your:

- Strengths
- Passions
- Values

Are you the best people
to do this?

Can it be delivered at a
cost and scale that is
viable? Does it deliver
enough impact or returns
for the investment?

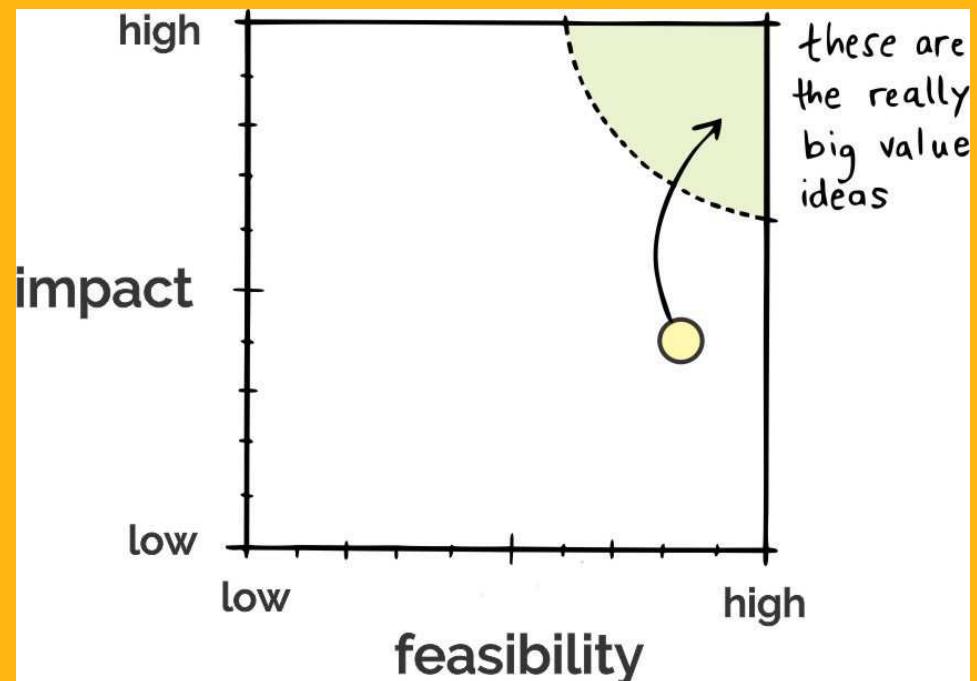


Will it appeal to the people
you most want to buy or
use it? Is it sufficiently
better to persuade them
to switch?

Can you deliver the
desired outcome? and
within your own
resources or those you
can realistically obtain?

Evaluating Ideas

- Impact
- Feasibility
- Sustainability...
- Interest...
- Competition...



Test it. Learn from it.

Test Card		Strategyzer
Test Name	Deadline	
Assigned to	Duration	
STEP 1: HYPOTHESIS		
We believe that		
Critical: ▲ ▲ ▲		
STEP 2: TEST		
To verify that, we will		
Test Cost: = ⚡ ⚡ ⚡ Data Reliability: 👍 👍 👍		
STEP 3: METRIC		
And measure		
Time Required: ⌚ ⌚ ⌚		
STEP 4: CRITERIA		
We are right if		

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Learning Card		Strategyzer
Insight Name	Date of Learning	
Person Responsible		
STEP 1: HYPOTHESIS		
We believed that		
STEP 2: OBSERVATION		
We observed		
Data Reliability: 👍 👍 👍		
STEP 3: LEARNINGS AND INSIGHTS		
From that we learned that		
Action Required: ☑ ☑ ☑		
STEP 4: DECISIONS AND ACTIONS		
Therefore, we will		

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On Thursday

- A creative challenge...
- Inspired by Volkswagen...

