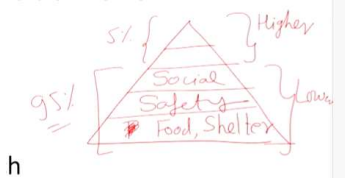12 May 2022   22:21

Week-2

Challenges Of Innovation

Challenges at two different levels:
1. Individual
2. Systemic

Individual Level
1. Lack of motivation: People do only repetitive work
   Needs of people are classified in pyramid, Only few people reach the higher level needs.

   h

2. Lack of role clarity: People perform different role, sometimes they are service-man, other times a father etc, there is improper work life balance. Even in organisations the roles or teams are not defined, they keep switching teams and roles.
3. Fear of Failure: Failures are integral part of innovation.
4. CHALTA HAI approach:

At organization level:
1. Employees are not empowered to innovate: Any organisation is divided into three levels in form of a pyramid -> top level , middle level , bottom level. The organisation believes that only people on top level can make good decisions.
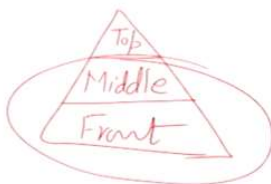
   Organisations should empower employees for innovation.
2. No innovation strategy: Reward system is absent
3. Innovation is centralised to a functional group: Innovation is limited to specific departments only like product development etc, not to departments like service ,etc.
4. Lack of collaboration: Lack of interconnection between different departments
5. Lack of diversity: Eg Six hat theory
6. Lack of recognition for efforts:
7. Lack of Internal Heroes:
8. Current offerings are successful:
9. Missed connection with customers: Taking feedback and understanding requirements

7. Lack of internal heroes:
8. Current offerings are successful:
9. Missed connection with customers: Taking feedback and understanding requirements
10. Wrong measurement of innovation: We measure innovation in terms of revenue or profit or no of patents, ignoring the efforts and other attributes. This need to change.

STEPS OF INNOVATION MANAGEMENT

Design thinking is key area now-a-days.

Organization's long term success depends on developing new ideas.

Long Term- Sustainable

Sustainability has 3 dimensions
1. Profit
2. People (Social Sustainability)
3. Planet (Environmental Sustainability)

CSR : Proactive effort to improve social sustainability, new idea that companies need to invest some of their profit for the welfare of the society. This new idea is innovation program.

Steps: how to execute innovation

In too many organizations, innovation occurs by serendipity rather than by deliberate management.

Sometimes innovation occur by accident or by chance but not always.
STEPS:
1. Collection of ideas: innovation starts with curiosity, we want to have all type of ideas be it good or bad. Initially quantity is more important than quality, soon quality will improve.
2. Selection of ideas: Evaluation of idea-bank (collection of all type of ideas). How many stages of evaluation are evolved , who will evaluate the idea, criterion should be fixed properly.
3. Experimentation with idea : Develop prototype,
4. Developing business model :
5. Iterative Business Model- Diffusion and creating Impact :
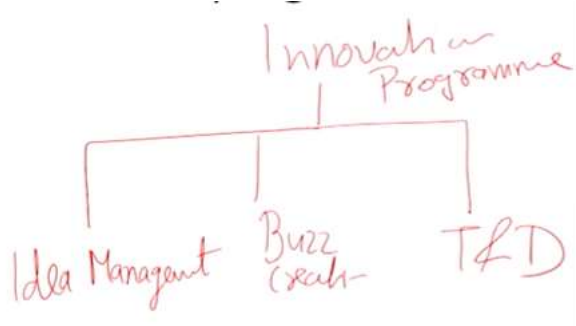
IDEA MANAGEMENT SYSTEM:

1. Mainly collection of ideas.
2. Ideas are starting steps for process of innovation.
   We are not receptive to new ideas
   We donot know the source of new ideas

3. Objectives of ideas management system:
   Overcoming resistance to change:
   Overcoming prediction disability:
   Apply Elephant-Rider analogy: Rider is able to give new ideas and Elephant follows them sincerely

4. Key processes in an innovation program

4. Key processes in an innovation program
   Idea management system:
   Buzz creation: Rewards/Campaigns /Publicity/ Awareness
   Training and Development: Analyse tools used

5. Idea Management
   Who submits? :Employees / customers
   Who selects? : Internal/External experts
   Who funds? : Internal (Mostly in commercial firms) / External (Eg. Govt, mostly in educational firms) sources

6. Idea of challenge book:
   This concept will help in developing idea bank
   Identify right problem to solve
   Challenge book is a type of diary where u write all the problems
   Having curiosity is important to make entries in diary.
   We need to have challenging problems to solve.

   - According to Ratan tata
     - "If there are challenges and those challenges are difficult, then some interesting, innovative solutions will come. "

   Emphasises on higher or tougher challenges: Tougher challenges will lead to better solution

7. Sources of challenge book are:
   Feel the pain:
          Customers (Current): High quality, low cost products
          Customers (Future)
          Employees: 15% hike per year / Safe drinking water/ restrooms
          Partners

   Sense the wave:
          Technology:
               IT
               Industry 4.0
               AI
               Smart gadgets
          Demographics
               Population
          Regulatory
               Environment
          Fashion

See the waste:
    Human Efforts:
        CA doing accounting
        Programmer doing data entry
    Natural resources
    Technology resources

8. At this point do not evaluate the idea, just write it down : Even write down Employees want to go to moon in the diary, selecting it or not may be a secondary issue, but writing all possible challenges is important.

DIVERGENT v/s CONVERGENT THINKING

1. Thinking: Assimilation of thoughts
2. Daniel Kahneman : Thinking is fast or slow, how system 1 and 2 works , how can we utilise their benefits
3. Problem identification is most important, If you think appropriately , analyse and focus upon central problem, create a scenario around it, identify it's cause and effects, all these are important.
4. Eg. Product is not selling, Problems are: marketing/distribution/ design. Identifying the problem is the first and most important step. Product not selling is not a problem, why it is not selling due to fallacy in a particular department is a problem.
5. Divergence: Finding multiple ways to address a problem
6. Convergence: Analysing one solution
7. Macro v/s Micro: Breaking bigger problems to smaller ones and taking into account all the micro - scenarios while imagining the entire macro environment.
8. This or that situation
9. Pendulum and accordion: We need to manage the transitions from one state to another.
10. Thinking and Innovation:
    Marketing: new ways to connect with customers, innovating ADs
    Innovating with product/ distribution/ Awareness
11. How divergence/convergence is related: when u launch a new product, you think about the possible problems to customers, etc.
12. Post problem: Find solutions and correct it.
13. Eg making mobile/ computers personalised
14. Eg. Energy: There is energy crisis, but we need more and more energy, innovation: solar energy
15. Waste management

15. Waste management
16. Health Sector: innovating new medicines

- THINKING and INNOVATION
- INNOVATION whether incremental or radically oriented is effected by
- Divergence and Convergence
- Lets see Computers, Food
- Analyze some of the important sectors

- Energy
- Waste Management
- Health
- Education
- Information Technology
- Consumer Goods
- Transportation

- BETWEEN DIVERGENCE to CONVERGENCE
- TRANSITIONS are INTERESTING
- TESTING
- DIFFICULT
- BRING HOPE
- INCUR COST

- CHANGE MANAGEMENT COMES IN

- CHANGE MANAGEMENT COMES IN
  BUT
    WHETHER CHANGE is MANAGED
    or
    PASSED THROUGH
    or
  THE CHANGE MANAGES is the QUESTION?

DESIGN THINKING AND ENTREPRENEURSHIP

1. Design thinking and entrepreneurship are interlinked: When you are looking at a larger picture, when you are trying to generate a harmony between the elements we are trying to put together, sort of self propelled system.
2. Eg. Jamshedji Tata went to several places and noticed that workers were not treated well, so, he setup a cotton mill in Maharashtra, not only to maximise profit but also infusing better resources, better human resources etc. Like taking care of children of working women.
3. Next he setup various fields, interlined with each other and taking care of needs of workers , customers and partners. Eg. Steel, chemical etc.

    - INTENT and REALIZATION of THE INTENT
    - ORGANIZING for that INTENT with INTENT
4. - CONNECT
    - REFLEXIVITY

5. Reflexivity: is central to all things humans do, it is associated with intensity. It is how people think and how we merge our thoughts with them.

    - SOMEONE makes PENCILS
    - SOMEONE makes ROBOTS
    - SOMEONE develops INSTITUTIONS

6.
- SOMEONE makes ROBOTS
- SOMEONE develops INSTITUTIONS
- SOMEONE develops HOSPITALS
- SOMEONE builds SHIPS and SOMEONE SHIPYARDS/SHOPS OR SHOPPING MALLS

7. No-One knows how to manufacture Pencils
8. Basic elements of design thinking are
   Empathy: Eg in case of forest fires, talking with locals generate empathy and ideas influx such that creating energy with that fire