Leading for Innovation

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Leading for Innovation

"Not long ago, strategy was king." – forecasting, planning…
But what worked great yesterday may not work well at all tomorrow.

But today, we live in a time that is complex, uncertain, unpredictable, turbulent, ever-changing, highly volatile...

As problems and circumstances become more complex, they don't fit previous patterns. We don't recognize the situation. We can't rapidly or automatically know what to do. What worked before doesn't work today.

Kurt Lewin (1940's) – founding father of change management introduced model:

Unfreeze – **Change** – **Refreeze**

But that won't work today
...unless refreeze like soft serve ice cream.

Success today is more about building capacity for **change**, remaining **agile**, and continually **innovating**.

Under pressure to keep things running well PLUS innovate for the future?

Feel like you're juggling a lot of pieces and not sure how they should all fit together?

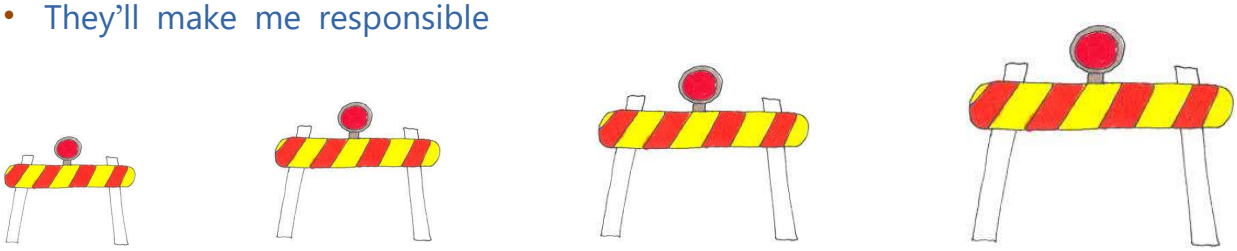
If so, you're certainly not alone?

Leading for Innovation

1. Being a more innovative leader personally
2. Innovating to address a particular challenge or take advantage of an opportunity
3. Leading for a more innovative work environment

Personal Barriers to Creativity/Innovation

- I'm not the creative type / I don't know how to be creative
- I don't have the time / The priorities are to get the regular work done
- Impatience / We need results ASAP
- Little sense of urgency
- I don't want to be viewed as weird / It's not part of the local culture
- Fear of failure / Fear of ridicule
- Fear of making a mistake / It probably won't work anyway
- Conformity / Following rules / Over control
- Lack of support / We wouldn't have the resources anyway
- They'll make me responsible



Definitions

Creativity is the act of generating new ideas, alternatives, solutions and possibilities in a unique and different way. It is about use of the imagination and may be thought of as experimenting within one's mind.

Innovation is the implementation of something new. It is about introducing change into relatively stable systems. It considers what is required to make an idea viable and is completely measurable.

Edwards Deming quote…

Every system is perfectly designed to get the results it gets.

Therefore…

If you want different results, design for them.

Matt Taylor

Matt Taylor is an inventor and an instructor at the San Francisco Institute of Architecture. Besides designing and inventing, Matt is a teacher, facilitator, sailor, and entrepreneur. He has focused a fifty-two year career on the application of architectural design methods to the solutions for complex, systemic problems found at the intersection of physical environments, ecologies, organization practices and visionary ideas.

The MG Taylor Corporation, partnering with Ernst & Young Management Consulting (mid 90's to early 2000's, worked with every one of E&Y's Fortune 50 clients.

"Group Genius", Fast Company

Leaping the Abyss: Putting Group Genius to Work, Gayle Pergamit and Chris Peterson

Design Thinking

Definitions

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Design Thinking is an iterative process for creative problem solving. It involves seeking to understand the user, challenging assumptions, and redefining problems in an attempt to identify alternative, innovative strategies and solutions.

Mindsets of a Design Thinker

Learn From Failure

Make It

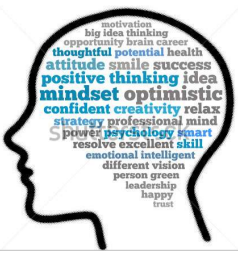
Creative Confidence

Empathy

Embrace Ambiguity

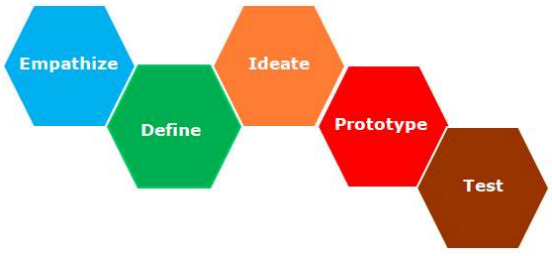
Optimism

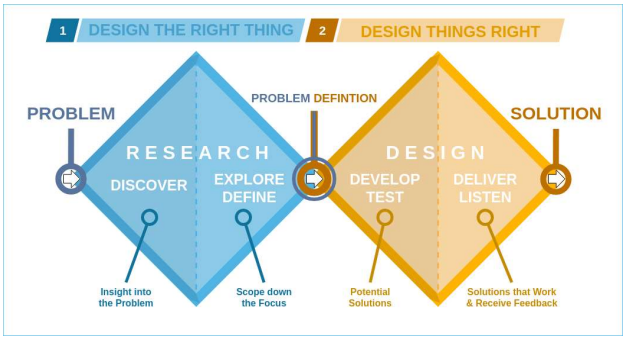
Iterate, Iterate, Iterate

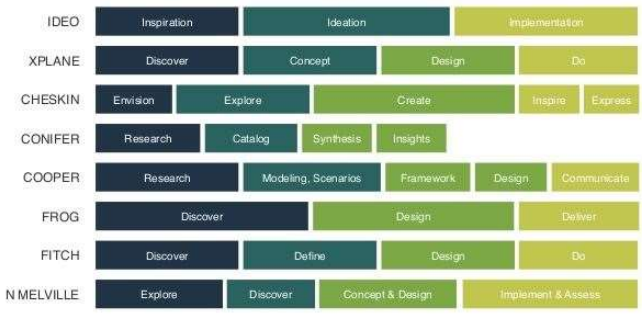


The Field Guide to Human-Centered Design, 2015

There are numerous Design Thinking Models







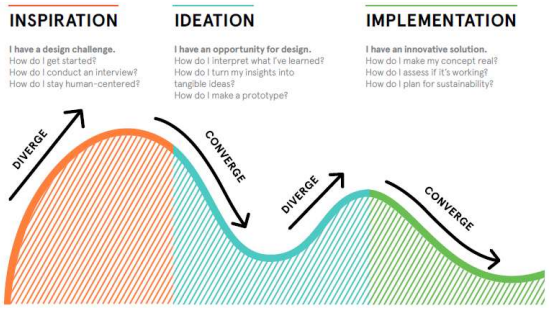
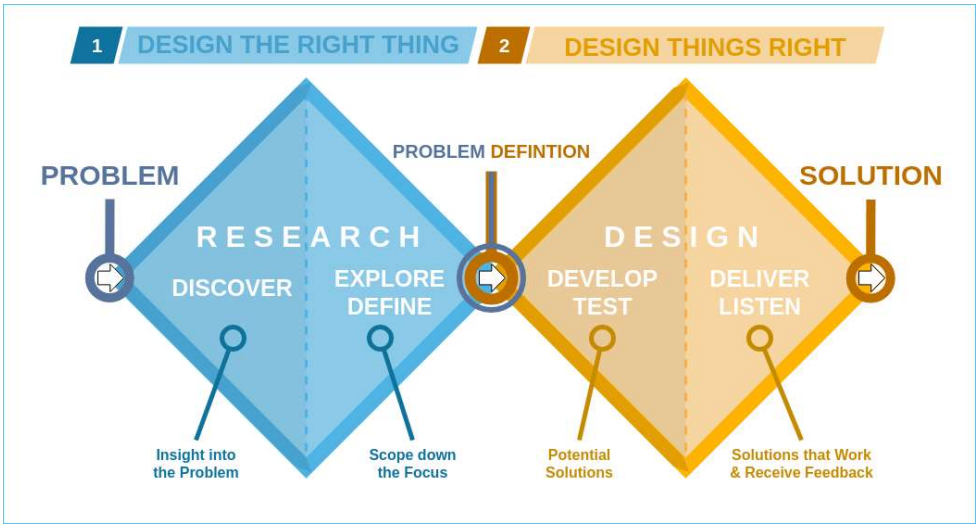
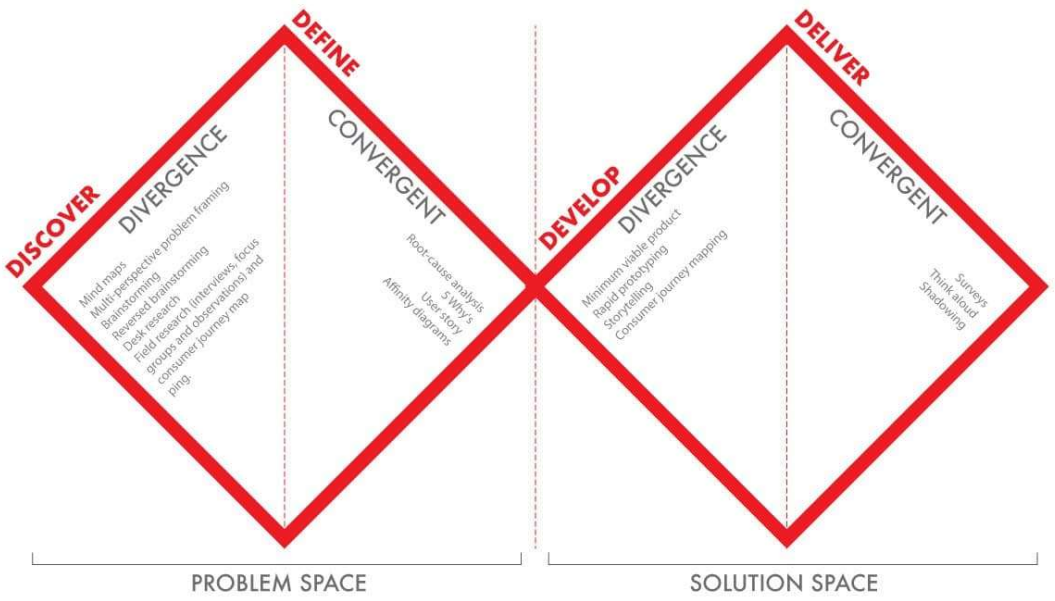


Figure 1. Different Models to Do Design Thinking by Stephanie Gioia, 2011

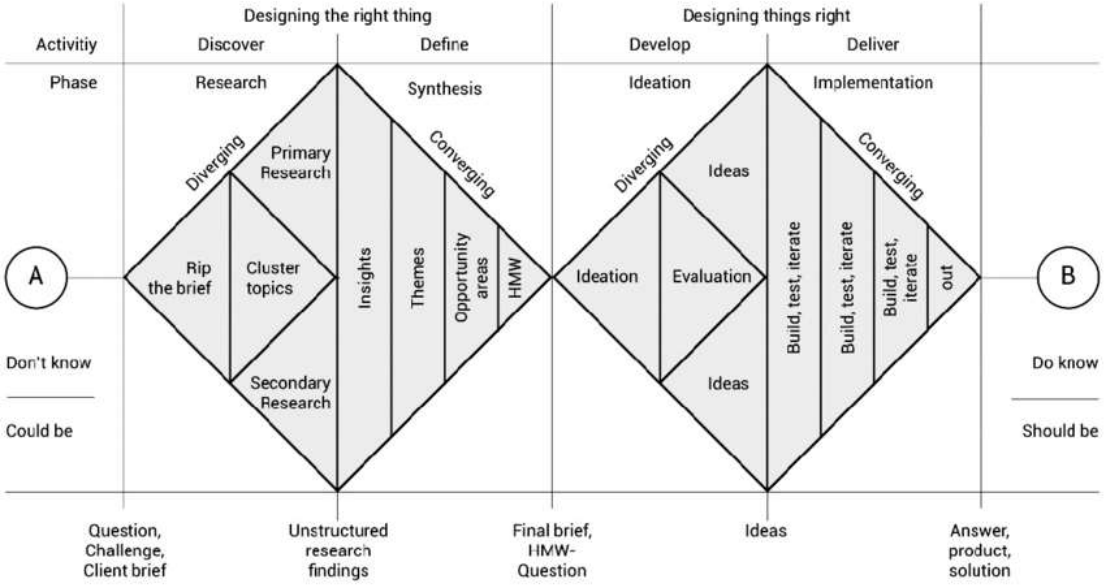
Important characteristics of Design Thinking processes:

- Choose a PROCESS and stick to it
- Divergence…Convergence…Divergence…Convergence
- Don't strive for perfection, ITERATE
- It's all about continuous LEARNING while you proceed

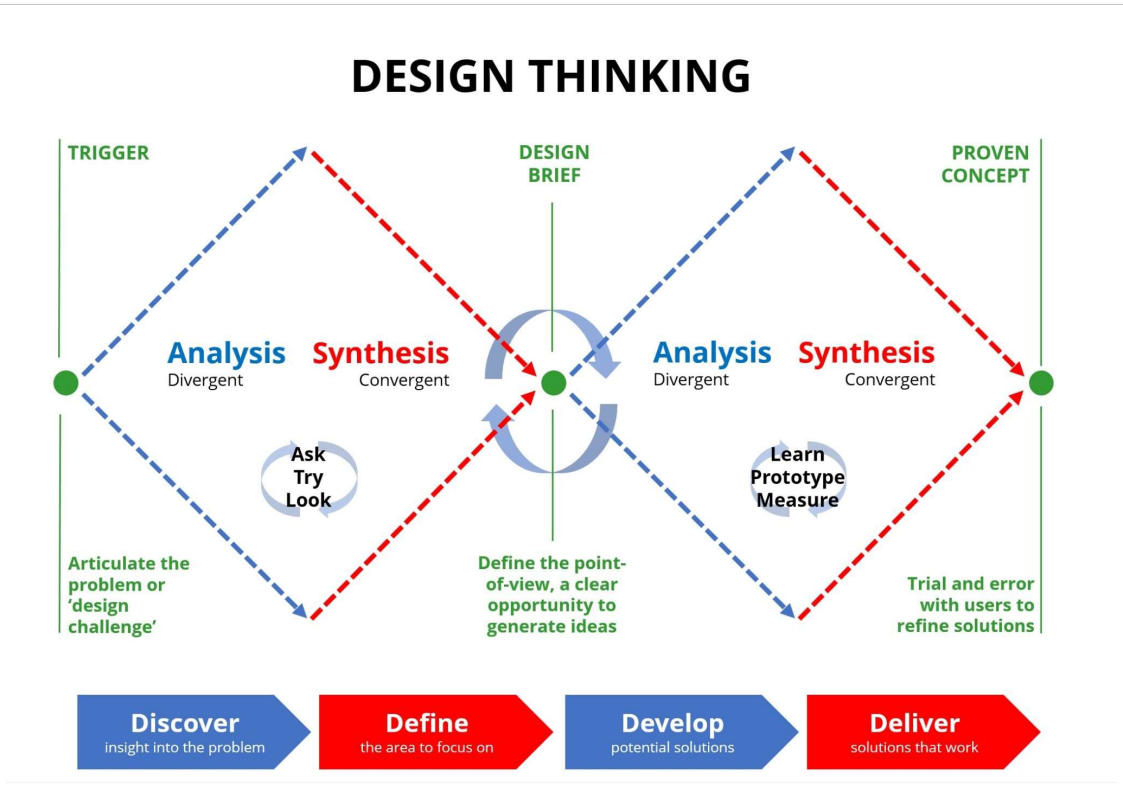




Double Diamond Design Thinking Process



Originally developed by British Design Council in 2005
This version - revised by Dan Nessler, 2018



Stages:

- **Discover:** Understand the issue rather than merely assuming it. It involves speaking to and spending time with people who are affected by the issues.
- **Define:** The insight gathered from the discovery phase can help to define the challenge in a different way.
- **Develop:** Give different answers to the clearly defined problem, seeking inspiration from elsewhere and co-designing with a range of different people.
- **Deliver:** Involves testing out different solutions at small-scale, rejecting those that will not work and improving the ones that will.

DISCOVER

…what you don't know
…why things are the way they are
…how others' perspectives differ
…what others think, how they feel, and how they experience
…to understand…more deeply

Seek to **Understand** *[Empathize]*

…people in the context of their challenges
…who they are and what is important to them
…why they do things the way they do
…how they think about the world and what is meaningful to them
…understand how they see their needs
…their beliefs and values

"Human-centered design. Meeting people where they are and really taking their needs and feedback into account. When you let people participate in the design process, you find that they often have ingenious ideas about what would really help them." -- *Melinda Gates, Co-chair of Bill & Melinda Gates Foundation*

How to Discover

Observe

- …in the context of their lives
- Notice any disconnect between what they say and what they do
- Assign roles to team members (like interviewer, notetaker, photographer)

Engage (open-endedly)

- Prepare for interviewing but then allow the conversation to happen
- Elicit stories
- Ask "Why?" to uncover deeper meaning

Watch and Listen (guided tour)

- Ask someone to show you how they complete a task
- Ask them to explain why they do each step
- If you notice something in their environment, ask them about it

Research

- Ask experts
- What have others done and learned
- The local history. Who composed the narrative? Seek out alternative perspectives on the interpretation of history

DEFINE

Make sense of what you've discovered/learned
Transform your research into meaningful and actionable insights
Frame your insights as Questions

How to Synthesize

1. Unpack captured Learnings (Visualize where possible – mount things on a wall, post pictures, map journeys or experiences)
2. Review and cluster related information into Categories
3. Identify key Themes (probably a theme for each cluster)
4. Work to express Insights you have developed
5. Revisit your Challenge and with these new Insights select the Needs that you now think are important to fulfill
6. Refine into actionable Insight statements
7. Generate a list of "How Might We…?" (HMW) questions (These are typically subsets of the entire problem, focusing on different aspects of the challenge. These questions will serve as the springboard to brainstorming new innovative solutions.)

DEVELOP

Create / innovate
Concentrate on idea generation
Push for widest possible range of ideas (narrowing & selecting comes later)
Generate solution concepts
Step beyond obvious solutions
Harness collective perspectives and strengths
Other forms include: mindmapping, bodystorming and sketching

How to Brainstorm

Choose an Appropriate Space (room to move around, wall space, comfy)
Provide Tools to Capture Ideas (Post-Its, markers, large paper, etc.)
Invite a Diverse Group of People (even those not a part of the team)
Plan for 45 Minutes of So (maybe 15-20 minutes on each HMW Question)
Select a Facilitator (good to have someone facilitating the process)
Introduce the Brainstorming Rules [next page]
Equip Everyone for Participation (Encourage them to draw and be visual)
Move One by One (Post the HMW Question on the wall)
Keep the Energy High (Encourage, offer wild ideas, provide sugary snacks, have fun)

Brainstorming Rules

1. **Defer Judgment**. There are no bad ideas in a brainstorm. There will be plenty of time to narrow the ideas later.
2. **Encourage Wild Ideas**. Even if an idea doesn't seem realistic, it may spark a great idea for someone else.
3. **Build on the Ideas of Others**. When you hear an idea from a teammate, think "and..." rather than "but..." in order to be as generative and open as possible.
4. **Stay Focused on Topic**. To get more out of your session, keep your brainstorm "How Might We" question in sight.
5. **One Conversation at a Time**. All ideas should be heard, so only one person should talk at a time. Wait your turn to share and make sure the whole group is listening.
6. **Be Visual**. Draw your ideas, as opposed to just writing them down. Stick figures and simple sketches can say more than many words.
7. **Go for Quantity**. Set an outrageous goal—then surpass it. The best way to find one good idea is to come up with lots of ideas.

Prototyping

Make your ideas real. Build representations of them.
A prototype is essentially a tangible answer to a theoretical question.
Prototyping is about bringing ideas to life quickly – making ideas tangible, getting feedback often, and continuing to improve your concept.
Rather than testing an entire idea, prototypes get answers to very specific questions about an idea.
Fail quickly and cheaply. (Think minutes and cents.)
Learn and refine.
Levels of Prototype: Rapid Prototype, Live Prototype, and Pilot.

How to Prototype

Start building. Make it.
Don't spend too much time on one prototype. (Let go before you get attached.)
Identify a variable that needs testing. (A prototype should answer a particular question.)
When building, keep in mind the people you hope to impact.

Determine What to Prototype

How will those you're trying to impact experience your service (or product)?

1. Create an Experience Map or Storyboard – visualize the experience of your idea over time through a series of images / sketches (like stick figures) / text blocks.
2. What do you need to learn (in order to understand how your idea may work in a very practical sense)?
3. Which questions are most important to be answered first (and what form of prototype will best help you answer those questions)?

Make your Prototypes

Create a **Model** (a 3-D representation using foam board)
Create a **Mock-Up** (website / phone app)
Create a **Role-Play** (act out the experience)
Create a **Diagram** (map out the structure, network, journey, or process)
Create a **Story** (tell your story from the future)
Create an **Advertisement** (a fake ad for something that doesn't yet exist)

DELIVER

Actually, ***Test***…***Get Feedback***…***Refine Solution*** *(maybe build new prototype)*…***Iterate***.
This cycle of prototyping and iterating helps shape a more innovative, effective solution.
Testing is the chance to refine your solutions and make them better.
Prototype as if you know you're right; test as if you know you're wrong.
(Possibly bring multiple prototypes and let them be compared.)
Beyond simply testing your prototype, this is about learning even more about the people and the challenge as well as potential solutions.

How to Test

Don't tell. **SHOW**.

Don't explain. Create an actual experience. Watch how they act/react. Listen to what they say about the prototype. Let them interpret the prototype. Hear what questions they have.
Introduce your prototype as a work-in-progress. You're not trying to sell your idea, you are trying to see if it has potential and how you might improve it.
Decide with whom, where and how to test.
Integrate Feedback and Iterate.
Cluster the Feedback. Evaluate the Relevance. Prioritize the Feedback. Evolve your Prototype.

Implement

Implementation phase is about understanding how to bring your solution to life, and to make it fully operation in the real world.
Implementation is about how to build partnerships, refine your approach, pilot your idea, and eventually get your idea or solution in place.

How to Implement

- Assess whether your solution is incremental, evolutionary or revolutionary and your capacity to deliver.
- Make a roadmap. Arrange staffing. Build partnerships. Plan for long-term viability ($). Develop a communication strategy.
- Launch your solution.
  - Run a Live Prototype. Take your prototype into the real world for a brief period of time and see how people respond.
  - Pilot your solution (essentially, run a longer-term test). Roll out your full solution in a limited way for a period of time.
- Keep iterating. Test, get feedback (from various sources), and refine. Take advantage of opportunities to improve your solution.
- Scale towards Impact. Define success. Make it sustainable. Measure and evaluate.

Resources

www.AcumenAcademy.org

www.IDEO.org

www.DesignKit.org

An Introduction to Design Thinking PROCESS GUIDE

-- Hasso Plattner Institute of Design at Stanford

Equity-Centered Community Design FIELD GUIDE

-- A Creative Reaction Lab Publication

Pointers for a more innovative work environment

1. **Set clear goals**
   What's the desired outcome.
   What's the impact we seek?
   Avoid "problem-solving" approach. Step back and reframe the challenge as an opportunity.
   Do not impose expectations for how to get there.

Pointers for a more innovative work environment

1. **Set clear goals**

2. **Engage the right people**
   Choose those who would find the challenge meaningful and a good fit...those willing to challenge the status quo… those who can let go of the way things are done …those who recognize there's no one "right" way to do things.
   Representing a wide range of perspectives and various levels of seniority/length of employment.

Pointers for a more innovative work environment

1. **Set clear goals**

2. **Engage the right people**

3. **Encourage and enable collaboration**
   Allow for direct communications across teams and divisions (bypassing formal lines of authority).
   Develop design lab-type space, conducive to collaborative work, away from normal operations, where works-in-progress can live.
   Employ software tools to enable collaboration.

Pointers for a more innovative work environment

1. **Set clear goals**

2. **Engage the right people**

3. **Encourage and enable collaboration**

4. **Integrate frequent, constructive, and supportive feedback**
   Encourage and support feedback loops to enhance learning.
   (As leader) provide constructive and supportive feedback on the innovation process.
   Conduct mini-experiments to test out aspects of bigger ideas.

Pointers for a more innovative work environment

1. **Set clear goals**
2. **Engage the right people**
3. **Encourage and enable collaboration**
4. **Integrate frequent, constructive, and supportive feedback**
5. **Equitably and generously reward and recognize**
   Reward and recognize innovative behavior.
   Embrace appropriate risk-taking.
   Recognize that some things will take time and some things will simply not work at all.

Pointers for a more innovative work environment

1. **Set clear goals**
2. **Engage the right people**
3. **Encourage and enable collaboration**
4. **Integrate frequent, constructive, and supportive feedback**
5. **Equitably and generously reward and recognize**
6. **Allocate time; make innovation a priority**
   Commit time away from other responsibilities, and protect it.
   Regularly reinforce the importance of innovating to the entire organization.
   Have some patience, especially at early stages.

Pointers for a more innovative work environment

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