Innovation from Within
(fuelled by diversity)

Experimental workshop exploring nurture of creative ideas

Dr Arthur Shelley
3rd October 2014
What can you tell me about this Map?

Pareto modified: Life is 20% what happens and 80% how we react to it!
Two thoughts…

“We are separated from other animals because we have phenomenal social skills that enable us to teach, learn, sympathise, emote and build cultures, institutions and the complex mental scaffolding of civilizations.”

p. xviii

“The unconscious is impulsive, emotional, sensitive and unpredictable. It has its shortcomings. It needs to be supervised. But it can be brilliant. It is capable of processing blizzards of data and making daring creative leaps.”

p. xix

David Brooks, The Social Animal (2011)

One reflection:
To be creatively innovative, consciously engage your emotive subconscious and allow it to explore through play … and THEN process outputs and outcomes with your conscious rationale.
What are our aims?

- **Participate** in creative learning interactions to stimulate knowledge creation and innovation
- **Explore** the impact of design thinking principles on knowledge outcomes and engagement of diversity in innovation
- **Discuss** how collaborative divergent conversations generates options
- **Leverage** ideas from interdependent disciplines including customer service, learning, creativity and behaviour
- **Enable innovation** in your environments through knowledge and creative learning
Reflect…
What do you want to know?

- How to “embed” knowledge and creative learning into your innovation process
- How to increase optimal conversion of emergent ideas into value
- How to cycle divergent and convergent thinking
- How to engage people in aligned conversations that matter, with behaviour aligned with context
Activity: Biggest Challenges

CHALLENGES facing your team –
Describe the most significant one at each level.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Your Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Surface:</strong></td>
<td></td>
</tr>
<tr>
<td>daily social interactions</td>
<td></td>
</tr>
<tr>
<td><strong>Deep:</strong></td>
<td></td>
</tr>
<tr>
<td>desired behaviours in relationships</td>
<td></td>
</tr>
<tr>
<td><strong>Unconscious:</strong></td>
<td></td>
</tr>
<tr>
<td>embedded expected behaviours and values or things not tolerated</td>
<td></td>
</tr>
</tbody>
</table>

Now describe this challenge as an opportunity…
Conversations that Matter

What are we trying to achieve?

Outcomes
- Leadership
- Sustainability
- Competitive Advantage
- Business Continuity
- Growth
- Profits
- Strategic Alignment
- Performance
- Innovation
- Creativity
- Cultural Adaptability
- Reputation
- Decisions
- Agreement
- Contracts
- Teams & Communities
- Communications
- Process
- Human Interactions
- Objects
- Tools
- Services
- Products
- Projects
- Programs
- Assumptions
- Actions
- Risks

Benefits
- Continuous Improvement
- Talent
- Discovery
- Leverage
- Develop
- Performance
- Self
- Clients
- Wider Community
- Consumers
- Groups or Functions
- Individuals
- Teams
- Employees
- Partnerships
- Profit
- People
- Behaviours, Trust, Loyalty
- Culture
- Networks
- Existing Knowledge
- New Knowledge
- Attraction
- Retention

“Conversations That Matter” (Shelley, 2009)

© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Share & Evolve your Opportunity

• **YES AND** to build ideas and options around your opportunity (2 minutes)

• **Emote the idea**
  – get excited, angry, enthusiastic…
  – “Listen” to the conversation for ideas

• **Reflect** on the evolution possibilities

• **Draw** (prototype) your new idea

• **Refine & Share** with a new audience
Team Role Behaviours

Eagle

- Inspirational, above the mire
- Great long range vision
- Rapid action on opportunities
- Great instinct, strategic
- Leads strategically with vision
- Can be too independent
Team Role Behaviours

Lion

- Aggressive command & control
- Territorial
- Charismatic or ego-driven
- Decisions and risks
- Can disengage others
Team Role Behaviours

Hyena

- Decision making
- Action orientation
- Delivery under pressure
- Innovative sourcing and application of resources
- Leads output generation
- Can scare stakeholders
Team Role Behaviours

Bee

- Collaborative
- Assumes specific role
- Everything for the hive
- Leads teamwork
- Can focus internally
Leveraging behaviours for team performance

- Not right and wrong behaviours
  - but there are misplaced behaviours
- Target right animal in the right context
  - to get the optimal outcome
- Change animals consciously & proactively
  - rather than subconsciously in reaction
## Characterising in Context

### Creative Options v Reductive Prioritisation

#### Core (Expected) Behaviours

<table>
<thead>
<tr>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
</tr>
</thead>
</table>

#### Accepted (Desired) Behaviours

<table>
<thead>
<tr>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
</tr>
</thead>
</table>

#### Tolerated Behaviours

<table>
<thead>
<tr>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
</tr>
</thead>
</table>

#### Rejected (Not tolerated) Behaviours

<table>
<thead>
<tr>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
<th>Zoo Character?</th>
</tr>
</thead>
</table>

© Arthur Shelley 2013 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Match behaviour to the game
Divergent Reverse Brainstorm

How can we kill potential improvement ideas?

Permission granted to act in ways usually thought of as “negative”
(in fact, this is necessary for successful creativity)
What is Design Thinking?

Source: Liedtka 2014

© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Design Thinking Process

“Embrace uncertainty. Learning only occurs when we step away from the familiar and accept the uncertainty that inevitably accompanies new experiences. Innovation means moving into uncertainty.” Jeanne Liedtka

1. **Visualization**: using imagery to envision possibilities and bring them to life
2. **Journey Mapping**: assessing the existing experience through the customer’s eyes
3. **Value Chain Analysis**: assessing the current value chain that supports the customer’s journey
4. **Mind Mapping**: generating insights from exploration activities and using to create design criteria
5. **Brainstorming**: generating new possibilities and new alternative business models
6. **Concept Development**: assembling innovative elements into a coherent alternative solution that can be explored and evaluated
7. **Assumption Testing**: isolating and testing the key assumptions that will drive the success or failure
8. **Rapid Prototyping**: expressing a new concept in a tangible form for exploration, testing & refinement
9. **Customer Co-Creation**: engaging customers in creating the solution that best meets their needs
10. **Learning Launch**: creating an affordable experiment that lets customers experience the new solution over an extended period of time, to test key assumptions with market data

Source: Liedtka 2014

© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Visualising Design Thinking

Cycles of **divergent** conversations to generate options, interspersed with **convergent prioritisation**.

- Discover
- Distil
- Decide
- Prototype
- Deliver
- Reflect
- LEARN
- New product/service
- New Perspectives

Current Thinking

Determine

New perspective become current, restart innovation cycle

Shelley 2014

© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Aligning Behaviour with Context

Shelley 2012

© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Increase Knowledge Cycle Flows

Prioritise
Plan
Iterative strategic cycles
Apply
Learn
Alignment
Deliver

© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Convergent/Divergent Cycle

How can we remove barriers to Knowledge Flow & Learning
Behave according to the desired outcome
Generating options OR critical prioritisation to prototype
Start with WHY

Desired Outcomes

Value

People

Process

Tools

Shelley 2011 www.organizationalzoo.com/blog

© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Relationships and knowledge transfer

- Desirable Outcomes
  - Collaborate
  - Share
  - Trust
- Non-sharing
  - Confrontation
  - Suboptimal outcomes

Relationship - Interaction

© Arthur Shelley 2013 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Succeeding in an interdependent world

To “what is possible…”

Moving from “what is…”

Capability

Knowledge

Risk

Projects

Action

Change

Leadership

Performance
Reflection?

• **Learning** individuals collaborate to stimulate learning organisations and create new knowledge

• Knowledge creation **aligned with** organisational **goals, accelerates innovation** and engages people

• **Sustained** performance and **success** are outcomes of leading such an environment

© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Useful Readings


Dorst K 2011 *The core of design thinking and its application*. Elsevier


Leavy, B 2012 *Collaborative innovation as the new imperative – design thinking, value co-creation and the power of “pull.”* Strategy and Leadership 40(2) pp. 25-34.


© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Contact

Arthur Shelley
arthur@organizationalzoo.com

FREE behavioural profile
www.organizationalzoo.com/profiler
Insights into behaviours
www.organizationalzoo.com/blog
www.organizationalzoo.com/ZooTube

Consulting and mentoring
www.intelligentanswers.com.au

Ph +61 413 047 408
@Metaphorage
#OrgZoo

© Arthur Shelley 2014 under Creative Commons License. Available for public use provided source is acknowledged. Permission of the author required for commercial use.
Creating an action project...

Informed people know what success REALLY looks like.

What many people think success looks like.

Emergent complexity!
Strategic Aspects of Projects

Working **ON** the business
- Strategy orientated
- Future focused

Past: Known

Present: Becoming Known

Future: Not yet known

Working **IN** the business
- Task orientated
- Often past/present focused
Open mind and reserved mouth

“Airplanes are interesting toys but of no military value.”
Marshal Ferdinand Foch, (1851-1929), commander in chief of the allied armies in World War I, Professor of strategy, Ecole Superieure de Guerre.

The ability to see beyond the immediate environment and context is a foundation for competitive advantage, capability development and innovation.

A strategic Future Focus is required to enable an organisation (or individual or group) to evolve capabilities towards the more productive future performance and sustainability.
Shared action dialogue

- **Explain** one action you intend to do with another person in the room
- **LISTEN** to their response
- **Agree** together how to implement this and why (what outcome it will achieve)