

# “Innovation: A Practical View”

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13 Oct 2017

# 1. Innovation is Problematic

- Innovation simply for the sake of introducing innovation is time-consuming, costly and unproductive.
- But...Growth remains key to organisational survival.
- A Holistic View is therefore required; to ***link innovation to growth***

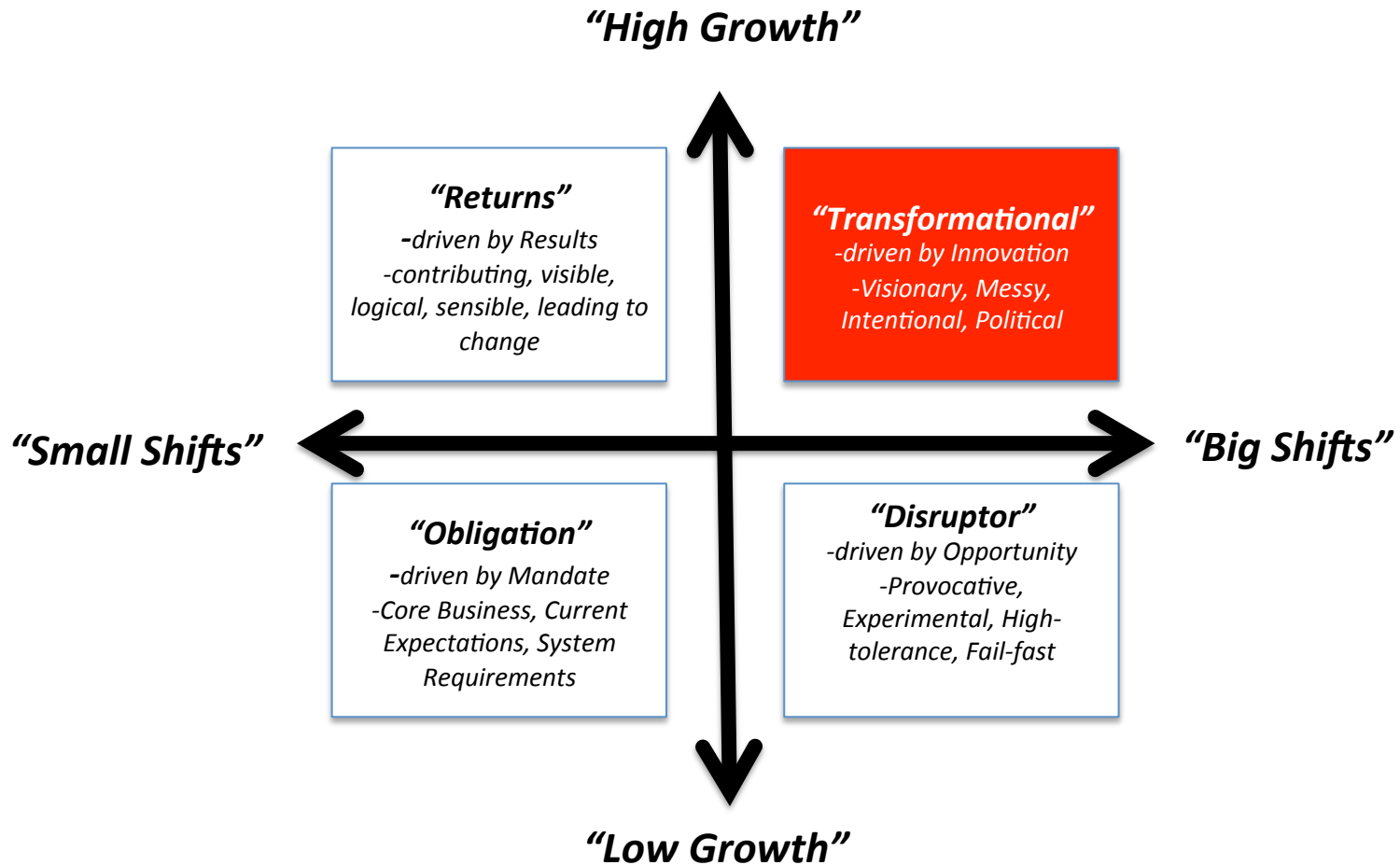
## 2. Growth requires New Knowledge

- Growth requires New Knowledge.
- ***New Knowledge requires Learning***
- Learning requires Leadership.
- Leadership is NOT MAGIC. It needs to be nurtured.

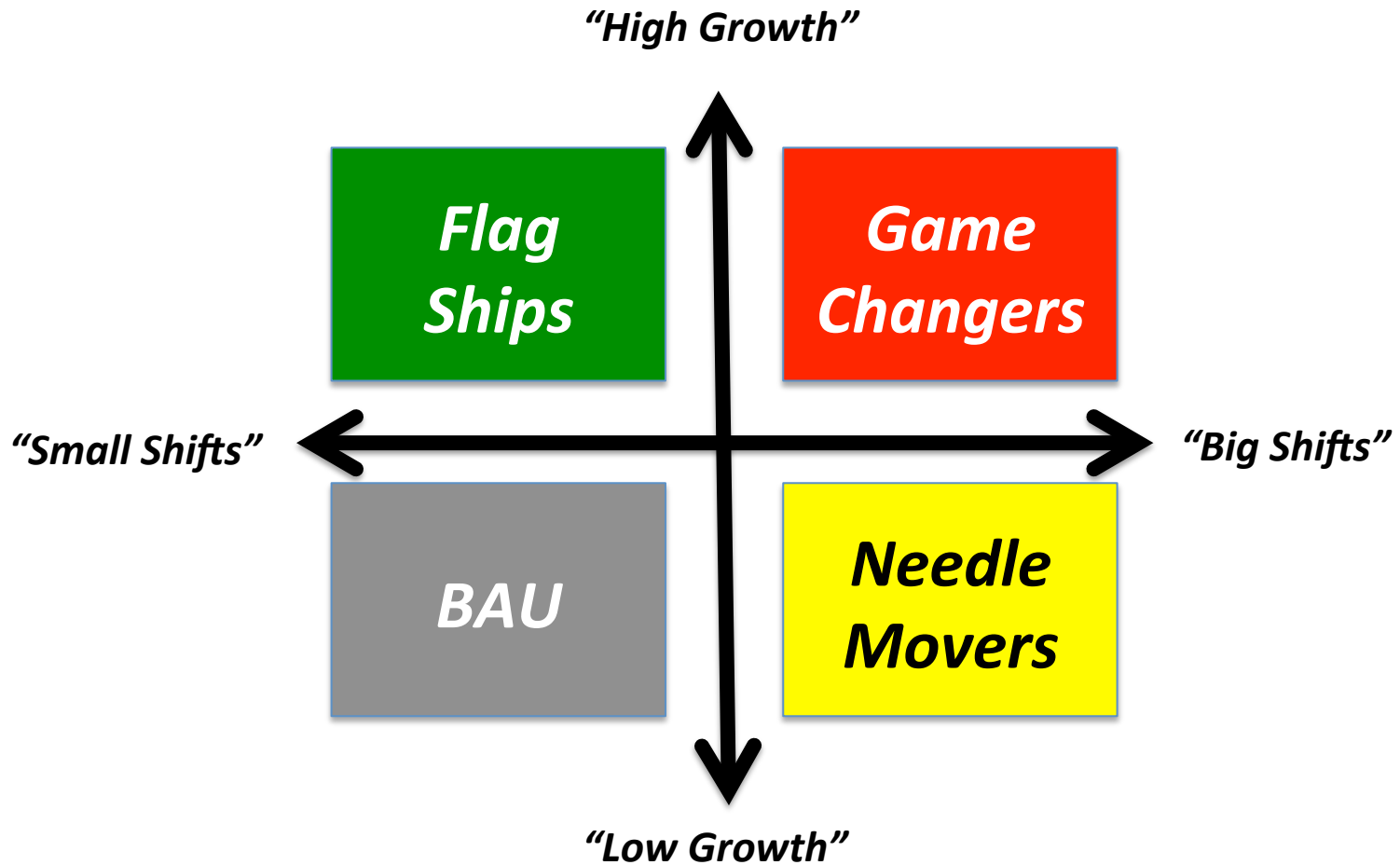
# Sustaining Transforming Organisations

<b>Levels/ Areas</b>	<b>Leadership</b> Defined as a process of Influence, to inspire and Improve Self, Others and Organisation	<b>Learning</b> Defined as a process of seeking knowledge, requiring cognitive, behavioural and affective shifts	<b>Knowledge</b> Defined as seeking ideas or understanding which an entity can potentially use to take effective action to achieve outcomes	<b>Growth</b> Defined as the mindset to attain a desired and/or preferred future
<b>Orgn</b>	<b>Leadership Effectiveness</b> "Are our Leaders committed, aligned and up to the test?"	<b>Organisational Learning</b> "Are our leaders able to set the conditions for learning?"	<b>Knowledge Integration</b> "Is the Knowledge Capture system robust?"	<b>Strategy Formulation</b> "Based on Commitment to Co-Create for Value?"
<b>Teams/ Units</b>	<b>Leadership Development</b> "Are our leaders able to lead their subordinates, and lead their teams well?"	<b>Team Learning</b> "Are our Leaders able to directly influence the learning in their teams?"	<b>Knowledge Transfer</b> "Are the knowledge transfer processes practical, useful and complied with?"	<b>Strategy Implementation</b> "Based on seeking Connections to Collaborate for Outcomes?"
<b>Indvs</b>	<b>Leader Development</b> "Are our future Leaders able to better lead themselves?"	<b>Learning Stance</b> "Are our Leaders themselves learners?"	<b>Knowledge Creation</b> "Is everyone actively observing, deriving insights and seeking lessons learnt?"	<b>Strategy Internalisation</b> "Based on Contributions and Capability Development?"

# “GROWTH” v “SHIFTS”



# IMPACT MATRIX



# Common Assumptions

- Change can be ***Managed***
- Leaders and Change Managers are ***Objective***
- Change can be mapped into a series of ***Concrete Steps***
- Change starts from a ***Neutral Starting Point***

Williams, R “Why Change Management Programs Fail”, posted Nov 27, 2014 <http://www.psychology.today.com>

# 1. Change is Messy!

- **Change is Messy!**
  - Common Intent
  - Strategic Clarity
  - Strategic Coherence
  - Strategic Focus

## “CHANGE NARRATIVE”

IMPETUS	How did this change requirement arise?
REASON(S)	Why is it therefore necessary?
TIMING	When will it take place?
DETAIL	How will the change be effected?
AFFECT	Who will be affected?
PROMISE	So what will it lead to?
PLEDGE	As leaders how will we stay committed?
OUTCOME(S)	When will we know when we are done?

7/8/15

Prepared by Karuna Ramanathan



## 2.Change is Painful!

- Uprooting the (proven & working) System
- Requires change in Behaviors and Actions
- Often goes deeper – Beliefs & Values

# Approaching Complex System Change



## 3. Change requires YOUR Time!

- ***“Manage Work”***
- ***“Lead People”***
- ***“Build Organisation”***
- ***“Better System”***

**Thank You!!**