
The Silver Bullet Guide to Innovation





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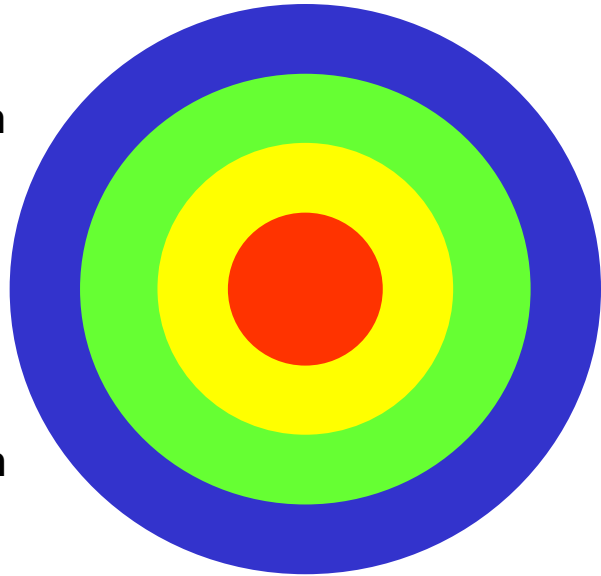
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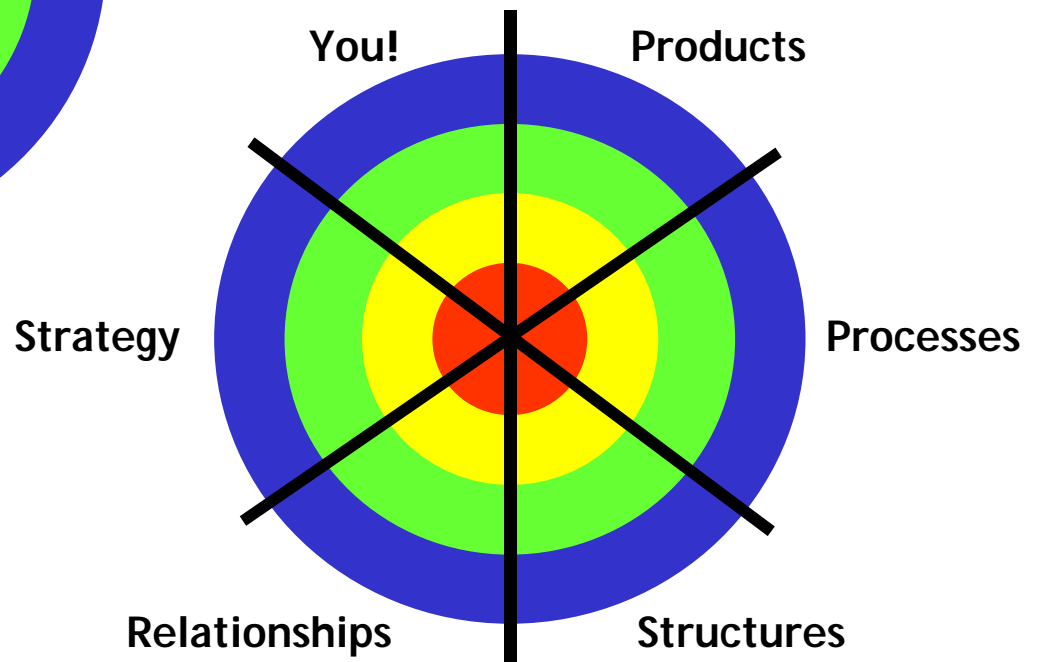
What is innovation?

Innovation is a process...

-  Idea generation
-  Evaluation
-  Development
-  Implementation



...applied to a number of domains



The Silver Bullet guide to innovation - sheet 1

Idea generation - the heart of innovation

The creative act is not an act of creation in the sense of the Old Testament.

It does not create something out of nothing; it uncovers, selects, re-shuffles, combines, synthesises already existing facts, ideas, faculties, skills.

The more familiar the parts, the more striking the new whole.

Arthur Koestler, *The Act of Creation*

Koestler's definition is enormously important.

- Firstly, it states that *you don't have to be a genius, or lucky.*
- Secondly, it tells us that the process underlying idea generation is *the formation of a new pattern of parts that already exist.*
- Thirdly, as a result, *we can all contribute - we can all be creative.*

The Silver Bullet guide to innovation - sheet 2

Unlearning



In the business and organisational worlds, the 'patterns' referred to in Koestler's definition are better known by terms such as 'learning', 'knowledge' and 'experience', within which the 'parts' are bundled.

So, before we can form a new pattern, we must firstly unbundle the existing patterns to release the 'parts'.

We must 'drag the raindrops out of the valleys'...we must *unlearn*.

The Silver Bullet guide to innovation - sheet 3

InnovAction!TM

- **Step 1 - Select the appropriate focus of attention**

“We need to invent a new game...what about basing our thinking on chess?”

- **Step 2 - Define what you know**

“Chess is played by two players” ... “The castles are placed on the corners” ...

- **Step 3 - Share**

“Only one piece can be on any square at any time” ... “With one exception, each piece keeps its identity throughout the game - a knight is always a knight” ...

- **Step 4 - Ask “How might this be different?”**

“What if there weren’t two players?”

- **Step 5 - Let it be...**

“Mmm. Well, there might be four...” “...playing as two teams of two...”

“...conferring...” “...or maybe not...what if the second player didn’t see the first player’s moves?” “Or maybe we could have 32 players, one for each piece...”

- **Step 6 - ...Then repeat steps 3 and 4 for another feature...**

“What if the castles didn’t start at the corners?” ...

Safe evaluation



What's good about the idea?



What issues need to be managed to make this idea successful?



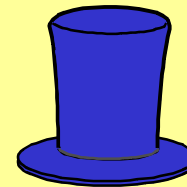
How will people feel about the idea?



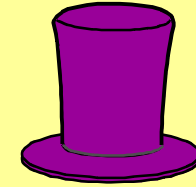
What data do we need?



What ideas can we generate to solve the problems identified by the other hats?



What else do we need to consider?



What next?

No idea is born with a business case attached.

If a new idea is challenged too soon, it will die; if there is no challenge at all, the organisation will waste resources, and might even jeopardise the business.

To evaluate ideas in a wise, balanced and safe way, ask these questions, which are based on Edward de Bono's *Six Thinking Hats*.

Making it happen

“We have no shortage of ideas - our problem is making something happen!”

Many organisations are very good at generating ideas, but have great difficulty in making something happen, in managing an idea from its genesis right through to full implementation.

Unlike idea generation - which can be done by individuals, but is more powerful and productive in small groups - evaluation, and even more so development and implementation, require co-ordinated and consistent effort across the organisation.

To make it happen, you need two ‘big things’ to be in place, and, in addition, a host of ‘other things’ too. The two ‘big things’ are:

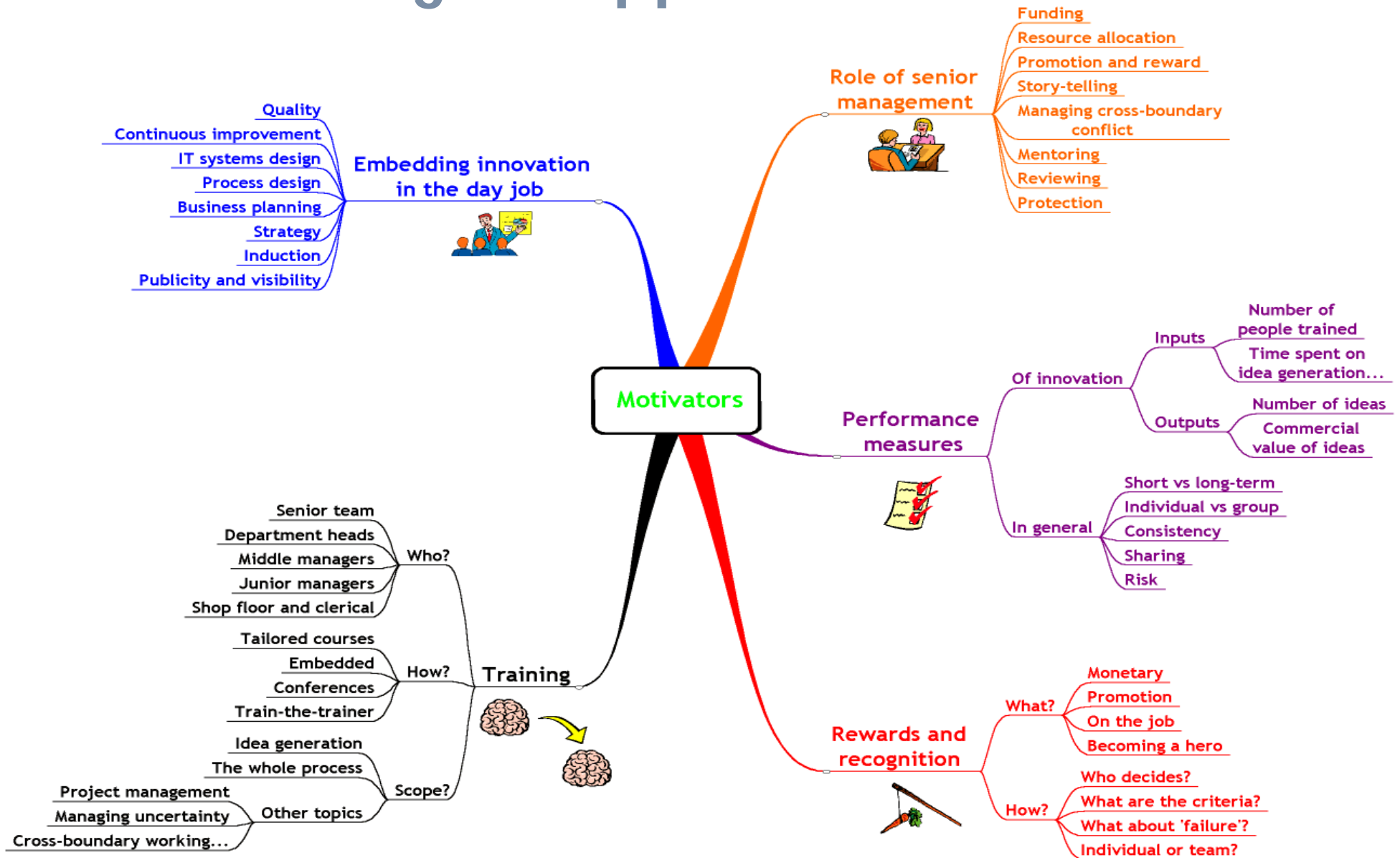
a fundamental commitment to make it happen

financial ‘headroom’ to support the investment, and underwrite the risk.

The ‘other things’ relate to **motivators** and **enablers**...

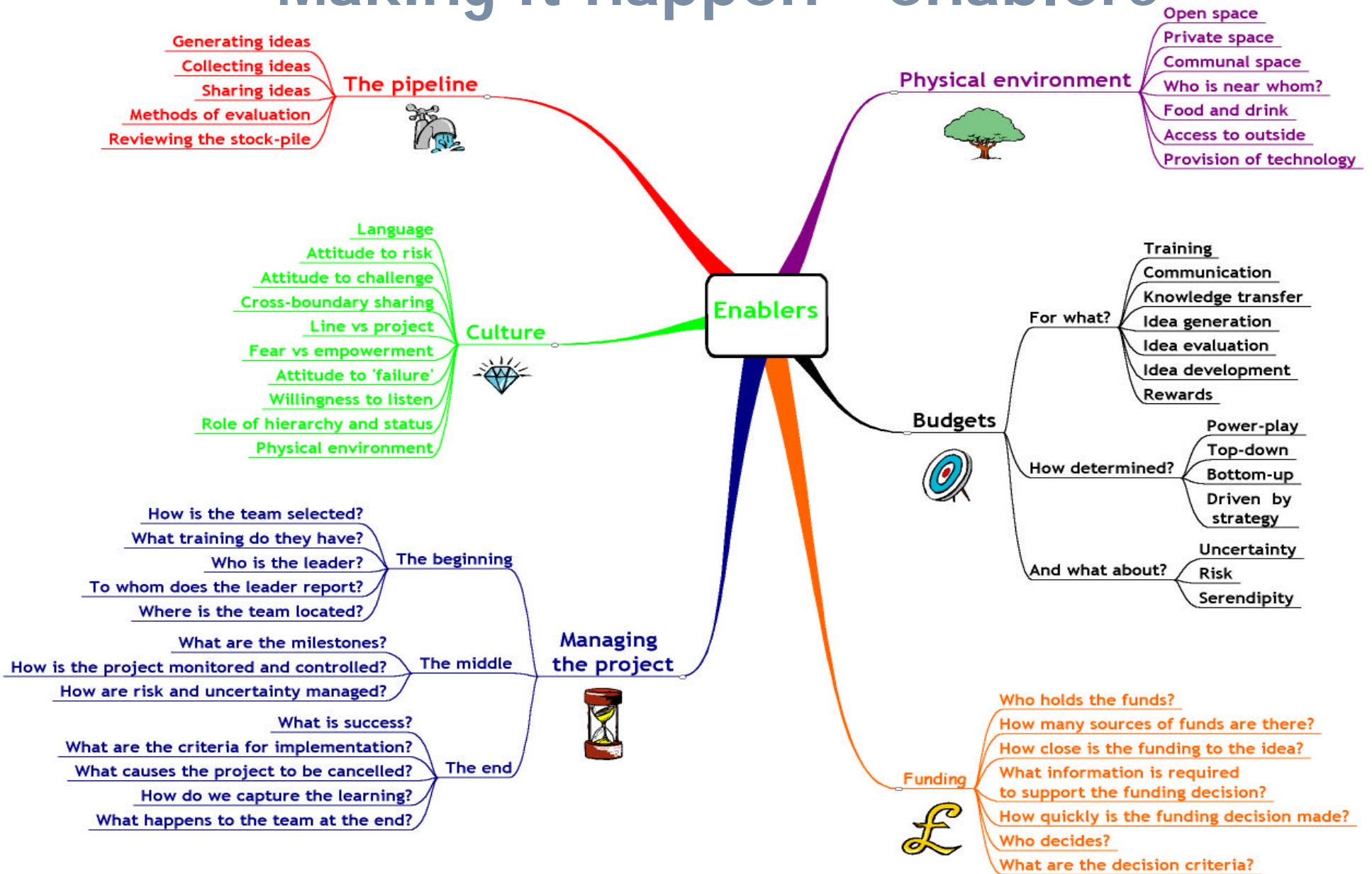
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Making it happen - motivators



The Silver Bullet guide to innovation - sheet 7

Making it happen - enablers



The Silver Bullet guide to innovation - sheet 8

The *unlearning* organisation™

The day-job doesn't get in the way.

It doesn't have to be broke to fix it.

The only rule is "rules are for breaking".

Negligence is distinguished from learning.

They listen.

They share - information, people, resources, risk.

They say "yes" more than they say "no".

They don't rush to judge.

They are wise in managing risk.

Their performance measures support innovation, rather than discourage it.

They are very good at managing both the line *and* projects.

They consider innovation to be *the* core business process.

Idea generation,
evaluation and
development

Making innovation
happen

Silver Bullet

Strategy development
and scenario planning

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