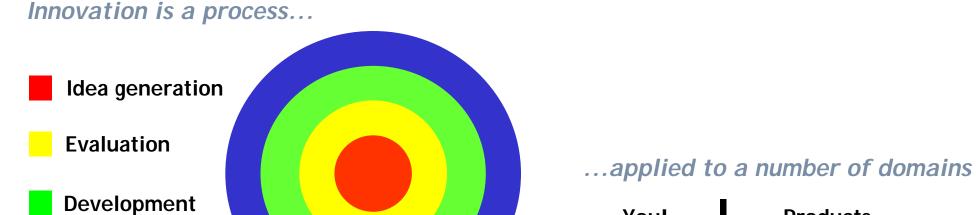
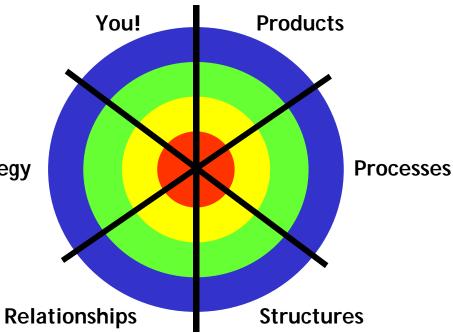
The Silver Bullet Guide to Innovation



What is innovation?



Implementation



The Silver Bullet guide to innovation - sheet 1

Strategy

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, reshuffles, 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.

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.

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?"

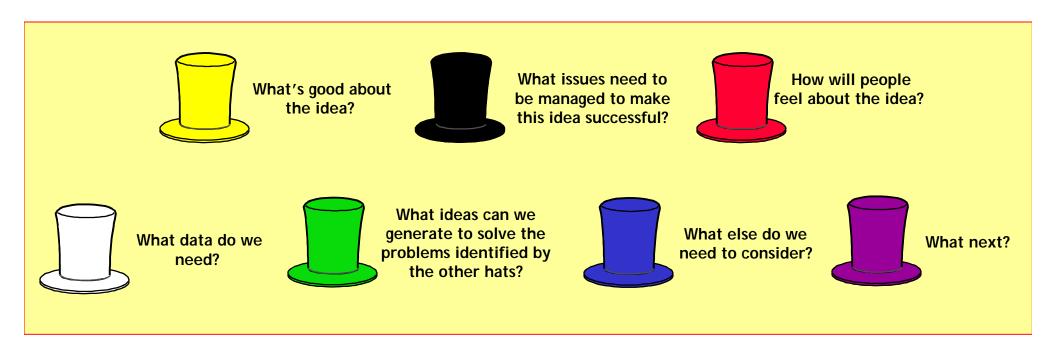
• Step 5 - Let it be...

"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



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...

Making it happen - motivators Resource allocation Promotion and reward Role of senior Story-telling management Quality Managing cross-boundary conflict Continuous improvement Mentoring IT systems design **Embedding innovation** Reviewing Process design in the day job Protection **Business planning** Strategy Induction Publicity and visibility Number of people trained Inputs Time spent on idea generation... Of innovation **Motivators** Number of ideas Performance Outputs Commercial measures value of ideas Short vs long-term Individual vs group Senior team In general Consistency Department heads Who? Sharing Middle managers Risk Junior managers Shop floor and clerical Tailored courses Embedded How? Training Monetary Conferences Promotion What? Train-the-trainer On the job Rewards and Idea generation Becoming a hero recognition The whole process Who decides? Project management Scope? What are the criteria? Other topics Managing uncertainty

The Silver Bullet guide to innovation - sheet 7

Cross-boundary working...

What about 'failure'?

Individual or team?

Making it happen - enablers Open space Private space Generating ideas Communal space Collecting ideas Physical environment The pipeline Who is near whom? Sharing ideas Food and drink Methods of evaluation Access to outside Reviewing the stock-pile Provision of technology Language Training Attitude to risk Communication Attitude to challenge Knowledge transfer Cross-boundary sharing **Enablers** For what? Idea generation Line vs project Culture Idea evaluation Fear vs empowerment Idea development Attitude to 'failure' Rewards Willingness to listen **Budgets** Role of hierarchy and status, Power-play Physical environment Top-down How determined? Bottom-up Driven by How is the team selected? strategy What training do they have? Uncertainty The beginning Who is the leader? And what about? Risk To whom does the leader report? Serendipity Where is the team located? Managing What are the milestones? The middle the project How is the project monitored and controlled? How are risk and uncertainty managed? Who holds the funds? What is success? How many sources of funds are there? What are the criteria for implementation? How close is the funding to the idea? The end What causes the project to be cancelled? What information is required Funding to support the funding decision? How do we capture the learning? How quickly is the funding decision made? What happens to the team at the end? Who decides? What are the decision criteria?

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The *unlearning* organisationTM

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

Building

teams

Silver Bullet

Strategy development and scenario planning

The Silver Bullet Machine™ Manufacturing Company Limited

Building ultimate competitive advantage

high-performing

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Training and knowledge transfer

Conferences