

# INNOVATION

How to engage your team and bring big ideas to life





Innovation

What do we  
mean by  
innovation?

small

**LARGE**



## **small innovation**

small iterative changes

to existing things

constant improvement & growth

not OK with the status quo

accountability to systems and processes



## LARGE INNOVATION

new ideas from scratch

products, services, methods,  
structures, businesses,  
departments...

entails idea generation followed  
by **refinement** and **execution**

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## **A culture of ideas**

Requires that you talk about and incentivize good ideas (and it's not about the money)

MIT, Ringling College, 3M, Google

## **Creative Leaders**

Hire the right people and build a support structure around them

Apple, Pixar, Fawley Bryant, marketing and design firms



# Entrepreneurs

Build a creative discipline that consistently generates ideas AMIDST the whirlwind of operating a business

Sir Richard Branson, Steve Jobs, Bill Gates

Discipline

Creative

## Creative Discipline

Spend time outside the whirlwind

Vacations

Conferences

Sabbatical days

One or more days/week with no meetings

Think Weeks

Homework

## Discipline Homework

Look at your calendar and decide when you will take your next two week vacation

Pick a day of the week where you will book no meetings with ANYONE and schedule it as a recurring all day appointment on your calendar.

## Creative Discipline

Don't wait for the muse

**Read**-within your industry and outside of it

**Write**-keep a journal where you consider what you are reading

**Collect**-ideas for new services, products, ways of doing things

**Curate**-revisit old journals and collections on a regular basis

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# Refinement

Without a refining process your ideas will wind up destroying your leadership team's engine.

Refinement removes the impurities and results in something valuable and usable.

Strategic  
Filter

Collaborative  
Process

Homework

## Strategic Filter

Is it consistent with our values, vision, why and mission?

Does it support or further plans or projects that have already been started?

What is the financial investment and payback period?

Does it jeopardize current year goals?

What is the capacity of my leadership team to run with it?

## **Collaborative Process**

In writing, describe what success looks like?

Go through the strategy screen answers and reasoning with the team and then turn them loose to:

- 1) Push back on the strategy screen
- 2) Identify the obstacles



## **Refinement Homework**

Identify a project/idea that went south but would have been stopped early by a better strategy filter. Describe what went wrong and how it could have been avoided with a better filter.

Identify a project/idea that went south because of zero to little collaboration. How would involving the team have yielded a better result?

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# Execution

Good ideas poorly executed are universally understood to be bad ideas.

Execution is the only thing that makes a good idea good.

Design

Roll out

Revision  
(de-bugging)

Accountability



## **Design**

Definition of success

Timeframe

Budget (\$ and hours)

Minimum viable product

Small team with one person to hold accountable

Weekly venue for accountability



## **Roll out**

Definition of success

Pilot group

Hard start and end dates

Mechanisms to log and prioritize  
issues (bugs)

## Revision/de-bugging

Decision to go offline or keep using

Iterative changes or re-release

Communicate with a tone of  
progress

We will burn the ships on \_\_/\_\_/\_\_

## **Accountability**

Remove the old way of doing things if possible

Prepare yourself for pigheaded persistence

If the owner isn't behind it will fail.  
Slow down for yellow lights earlier in the process

Losing here is the worst thing that can happen

Origination

# Origination makes a big difference

## **Culture**

Better have good systems and processes to vet ideas across the organization early on.

## **Leaders**

Better spend plenty of time with them developing their understanding of the strategy screen and what's important to you

## **Owners**

Better be serious when you put things on the table. Let them stew for a while.

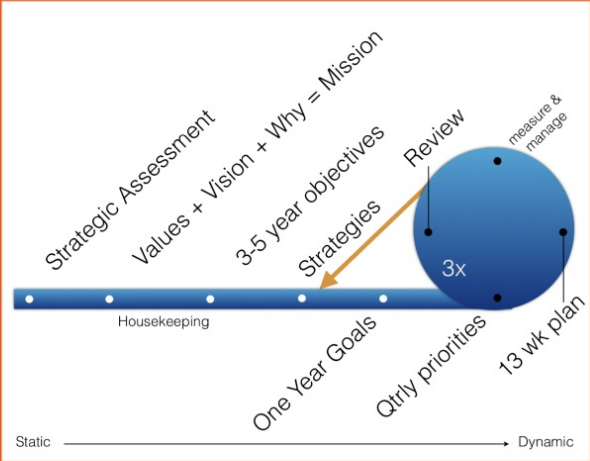


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# Where it fits in our process



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