



INNOVATION

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Innovation is...

- A process by which we c_____ our worlds
- Making things b_____ in significant and meaningful ways—adopting new and better things or processes based off of our desire to do better, p_____ at a higher level, faster, smarter, ahead of the curve

70% of all organizational change efforts fail

The most successful organizations focus on **proactively searching for solutions to raise the bar of performance or product**

You can **lead the way** to creating an innovative workplace

YOUR CHALLENGE:

To create an environment that allows quick alignment into a coherent, efficient, collaborative whole

Innovation should be part of your team culture

The elements already exist

Understand Your Climate:

- How will your team and organization react during periods of experimentation?
- Which structures, behaviors, goals, and people must be in place to unlock innovation?
- Which, if positioned improperly, would create discord?

- Look for the s_____ changes as much as you might the drastic ones
- Consistently hit singles and doubles, especially at clutch points

Innovation is not a rare quality inherent in a lucky few—it's a way of thinking and behaving that comes naturally

An organization's job: Foster the right c_____ to unleash its employees' innate innovative tendencies - **give them a channel to contribute, a common language, and rules to play by**

Many leaders swing for the fences with the hopes of breakthrough innovation, but most innovative growth companies succeed through lots of smaller projects and incremental innovations

Let's play ball.

Innovative teams consistently adhere to these 10 practices:

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INNOVATORS...

1. LISTEN

- Get feedback from both internal and external s_____
- From top to bottom
- With a clear vision or “WHY” proposition, there is no threat innovation will harm
- Understanding the vision enables people to think e_____
- Remember, words are only _____%, Body language is _____% of the message

2. STAY OPEN

- Ideas don’t always come from e_____
- To create an open environment, encourage team members to separate i_____ from people
- Disagree without being disagreeable
- Create “healthy creative t_____” in your team
- Challenge is necessary, but not too much – often a flash of insight will only occur when you s_____ thinking about the problem

3. COLLABORATE

- No team holds all the cards – collaborate with o_____ g_____
- Collaboration is putting heads together to take the best element of both ideas and find an entirely new s_____ we agree on
- **Old way:** Employees make themselves valuable through what they know
- **New way:** People make themselves valuable by seeking o_____ to work with others and tapping into their expertise

4. KEEP IT SIMPLE

- S_____ long approval process and disjointed lines of communication
- If your organization can’t go flat in management, achieve the same results by empowering workers to act i_____ with guardrails
- Move quickly when innovating: Identify and implement “just do it” ideas

FINDING AND CONNECTING WITH SUBJECT MATTER EXPERTS ARE CRITICAL STEPS TO THE SUCCESS OF COLLABORATION

5. ACCEPT FAILURE

- Many of the greatest innovations were created by accident
- Cultivate a mindset to learn to see the world in new ways
- Stop labeling something a failure or mistake, instead, call it a g_____ - understand what needs to be corrected and try again



Innovative teams consistently adhere to these 10 practices:

INNOVATORS...

6. FOCUS ON OUTCOMES

- Clearly envision and talk about the outcomes, rather than directing h_____ those outcomes would be achieved
- Paint a picture without micromanaging or abdicating, and hold teams accountable
- Make sure e_____ involved knows the outcome and strategic goals of any objective, which frees up energy for the creative process of making it happen

8. ARE INSPIRING

- When people feel inspired by a leader, they are more inclined to give more e_____ and go the extra mile – that is often what produces innovation
- Find inspiration right in front of you – and communicate those examples within your own organization



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7. DEVELOP RECIPROCAL TRUST

- Not just any trust, but complete and shared c_____ in one another – indicates someone could be counted on to do a good job

**DON'T WORRY!
I GOT YOUR BACK.**



9. EXPECT CREATIVITY

- Innovation correlates strong with a person's p_____ of whether or not they are expected to be innovative
- Encourage portions of your team's day to include brainstorming or creative team-building

10. REWARD CREATIVITY

- When team members know management rewards new ideas, they will try to generate t
- Give workers time where they do nothing but b__ c_____
- Creative thought usually involves a period of m_____ and minimal d_____ - each team member must have time alone, free from interruption, to reflect creatively on team problems

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The most common disincentives for creativity and innovation arise in an atmosphere of fear:

- Fear of being penalized for failure
- Fear of not getting adequate administrative support
- Fear of not having enough time

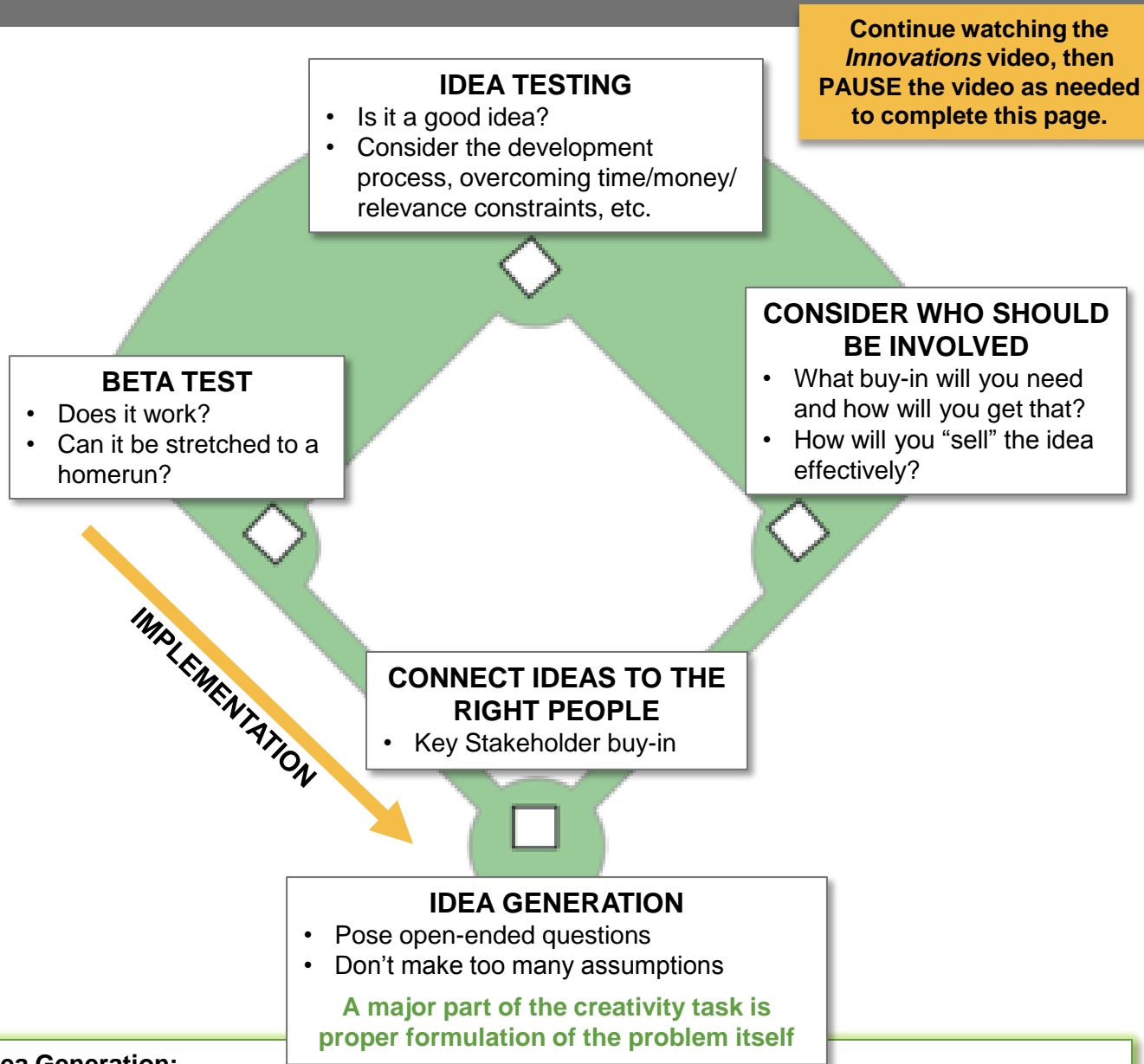
- **Avoid micromanagement** and provide more autonomy
- Provide f_____ where possible but remember t_____ must be established first
- Self-reliant and autonomous individuals produce m_____: In a climate of complete freedom, autonomous individuals must have exceptional drive in order to keep achieving

Remember, conformity is the enemy of creative thought



Six Common Blinders That Keep Leaders From Creativeness And Innovation:

6 Common Blinders	Remedy
Resistance to change	Set a personal quota of one new idea a day
Reliance on rules and conformance	Pick an organizational rule that gets in the way and break it (in a way that won't harm you or the organization)
Fear and self-doubt	Read literature on creativity
Overreliance on logic and precision	Indulge in "wild thinking"
Black and white thinking	For any problem, force yourself to consider many solutions
Overreliance on practicality and efficiency	Defer evaluation of an idea – toy with it, explore ramifications



Idea Generation:

- Share success and approaches with others
- Have seminars and sessions where the "in-house" people are expected to make presentations
- Encourage debate (conducted in a positive, nonthreatening way)
- Well structured brainstorming sessions can be especially useful
- Brainstorming creativity requires free and uninhibited thought, coupled with critical analysis and synthesis; however, the typical human cannot think imaginatively and critically at the same time
- Create a brainstorming session in which:
 - (1) criticism is ruled out
 - (2) free-wheeling is welcomed (the wilder the idea, the better)
 - (3) many ideas are better than a few
 - (4) combination of ideas into new ways is encouraged
- Subsequent critical analysis is required to flesh out those ideas that can be critiqued, reformulated, and recombined into useful concepts that can lead to true innovation.

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How do you keep innovation going?



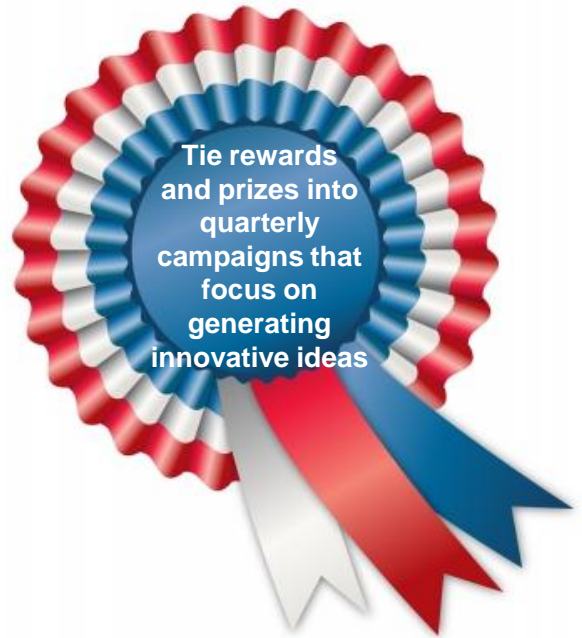
How will you keep it fresh?

Consider a different quarterly focus or year-long campaigns, or creating an internal competition between departments



To make innovation stick:

- Make new behaviors into new habits by promptly rewarding and recognizing incremental improvements:
- Don't wait to reward the "end game" – Recognize incremental steps along the way
- Provide tangible rewards for new ideas
- Giving extra time to think can be a reward – use these guidelines for that time:
 - *Be Intentional*
 - *Create structure for unstructured time*
 - *Step in, then step back*
 - *Measure what's meaningful*
 - *Give "worthless" rewards*
 - *Get symbolic*



Tie rewards and prizes into quarterly campaigns that focus on generating innovative ideas

Create Your Own Plan:

Consider your own organization and team: What is the vision you want to create to inspire your team to be innovators?
