



Executive summary of each interview

Innovation and Creativity Summit 2017 – by *Nick Skillicorn*

What you will learn today

- ✓ Super condensed, easy to digest insights from each interview in the Innovation & Creativity summit
- ✓ Compressing 30 – 60 minute interviews into 1-2 minute highlights
- ✓ Most important highlights as chosen by Nick Skillicorn (innovation and creativity expert and interviewer)
- ✓ Organised by date when videos were released

Shareable with your team and leadership

Day 1 –April 2nd 2017

Innovation and Creativity Summit 2017

Karen Dillon

Former editor of Harvard Business Review, Co-Author of Competing Against Luck



- ✓ Companies should not focus on innovation by “improving features”
- ✓ Innovate by finding the “**Jobs to be done**” for customers
- ✓ Customer will compare you with everyone else, and then “hire” you to complete their jobs

<http://www.karendillon.net/>

Dr Arne Dietrich

Author of How Creativity Happens in the Brain



- ✓ Creativity is not in any one part of the brain, and there is no “left brain vs right brain” division of people
- ✓ It is everywhere throughout the brain, and depends on the type of creative challenge it is working on at that moment (e.g. language, music, visual, math...).
- ✓ Although the neocortex and pre-frontal cortex are important, related to his concept of hypofrontality
- ✓ It is about the networks in the brain. Ideas are formed when neurons fire in new unique paths between them, not the forming of new connections (which is slower, more about strengthening pathways)
- ✓ We are now hunting mechanisms of how it works, not where it is located (e.g. how attention fits into creativity). We know of **three types of creativity**:
 - ✓ Deliberate: Focused attention (refining and experimentation)
 - ✓ Non-deliberate: where an idea just comes to you
 - ✓ Flow state: where people are just producing, where an idea bypasses consciousness
- ✓ The brain will economise by recognising and repeating patterns, which becomes more difficult to break the more they are used

<https://www.arnedietrich.com/>

Leigh Stringer

Author of The Green Workplace



- ✓ The sorts of workplace changes which can improve creativity include:
 - ✓ Spaces which aren't all about productivity
 - ✓ Green spaces
 - ✓ Being able to take walks
 - ✓ Working in higher ceiling / open spaces
 - ✓ Reducing distractions
 - ✓ Ability to map out your ideas physically on a wall (not sterile environment)
- ✓ Reducing stress can help creativity
- ✓ Companies should have a mix of both open spaces for creativity and smaller spaces for working on ideas

<http://www.leighstringer.com/>

Michael Graber

Founder of Southern Growth Studio



- ✓ A lot of companies are frustrated by innovation because they tried something and saw it as a failed experiment
- ✓ Embed innovation by finding new concepts (insights) which are different, & flex the culture to accept the new concepts
- ✓ You need executive championship
- ✓ A lot of senior leadership will think of process optimisation instead of innovation process. They might try to keep optimising the same model, when the model itself is what needs innovating

<http://www.southerngrowthstudio.com/>

<http://michaelgraberinnovations.com/>

Shad Kunkle

Touring member of Second City Chicago



- ✓ Any time you are interacting with another person, you are improvising and collaborating. There is risk around us every day
- ✓ We spend a lot of time in the moment dealing with our panic instead of working on the challenge. Your biggest critic is yourself
- ✓ When you are improvising, you are not alone. You are with a partner, and you take what you are given and say "Yes, And..."
- ✓ You can defer judgement more easily by making your partner the centre of the conversation, and the conversation in your head only be the secondary conversation.
- ✓ The art of listening is undervalued, and can lead to insights.
- ✓ Play the scene you are in, not the one you want

<http://www.shadkunkle.com/>
<http://www.secondcity.com>

Soren Kaplan

USC Center for Effective Organizations & Author of The Invisible Advantage



- ✓ Innovation Culture is the only sustainable competitive advantage
- ✓ Instead of one-off events, it needs to be continuous and get everyone into the mindset of value creation.
- ✓ You can do this by providing toolkits (like Intuit or Stanford), training and time. Get views of what is out there, outside of your organisation
- ✓ You need to break down hierarchies. Leaders need to set the context and environment for innovation, strategically and operationally
- ✓ Need a long-term portfolio view of incremental, sustaining and radical innovations
- ✓ Worthless rewards are the most valuable rewards

<http://www.leapfrogging.com/>

<http://www.innovation-point.com/>

Nick Skillicorn – LIVE webinar

Host of the Innovation & Creativity Summit



- ✓ What innovation is, and is not
- ✓ Failure rate for new innovations is 96%
- ✓ The Ten Types of Innovation framework, which have been shown to increase shareholder value.
 1. Profit Model
 2. Network
 3. Structure
 4. Process
 5. Product Performance
 6. Product System
 7. Service
 8. Channel
 9. Brand
 10. Customer Engagement
- ✓ You can manage a portfolio of multiple types of innovation projects

<https://www.Ideatovalue.com>

<http://www.improvides.com>

Day 2 –April 3rd 2017

Innovation and Creativity Summit 2017

Dr Jennifer Mueller

Author of Creative Change



- ✓ By researching work diaries, we found out:
 - ✓ When people have an idea, it makes them feel very positive, and more likely to have other creative ideas, both today and on following days (incubation)
 - ✓ The fear they expressed was of their ideas being rejected by others
- ✓ Other study looked at how decision-makers viewed creativity
 - ✓ They all outwardly said that creativity was positive and what they wanted. Study for people looking for one right answer (triggered when put in decision-making role) showed unconscious bias & associations of creative concepts were more related to disgust
 - ✓ These people (30%) think that for something to be creative, it already needs to be proven by metrics & have mass appeal, **so decision makers actually don't see new ideas as creative even if they are. Creative ideas are more likely to be rejected**
 - ✓ This is in fact the opposite of what customers say is creative and actually want (70%).
 - ✓ Whereas people who thought that more than one answer could be correct were much more positive about creativity
- ✓ Experts can agree what is creative when reviewing the same thing

<http://jennifersmueller.com/>

Cris Beswick

Author of Building a Culture of Innovation



- ✓ To build a culture of innovation, it needs to be democratised across the company. There will never be a perfect time
- ✓ Around 90% of senior teams say innovation is important, but this isn't reflected in the activity within the firm. Often, the best way to talk to senior people about this is to be very frank and open
- ✓ Innovation strategy is the roadmap to go from where a company is now, to a future point where innovation is a real competitive advantage
- ✓ Innovation isn't about gathering ideas, it's about setting strategic challenges
- ✓ This happens in 6 stages, which should work in sequence:
 1. Where is the company now, and what capabilities does it need to develop?
 2. Upskilling leadership teams to understand and implement the change
 3. Tools, Processes, Governance Frameworks
 4. Engage people in innovation
 5. Inspire them to contribute
 6. How to change the working policies and remove barriers

<https://crisbeswick.com/>

<https://thefutureshapers.com/>

Peter Cook

Author of Leading Innovation, Creativity and Enterprise



- ✓ This division between artists and logical people is a false creation
- ✓ You need to look outside of your normal sphere to find new insights
- ✓ Creativity exercises and tricks just facilitate the brain's natural ability, and different people react to different exercises and environments with different energy
- ✓ Deliberate practice is not just useful for musicians, it is also very useful for managers
- ✓ You can't just repeat other people's ideas all your time though, you need to evolve those ideas to find your own ideas

<http://www.humdyn.co.uk>

<http://www.academy-of-rock.co.uk/>

Adam Meggido

Co-creator of Showstopper! The Improvised Musical



- ✓ Improvised musicals have been around for centuries. But even skilled performers took about 7 years to hone their craft to make it look like a finished product.
- ✓ This required them to understand forms and structure to recognise which direction a should go into, this is also freedom
- ✓ Everyone is creative, you just need to find out something which facilitates your creative flow
- ✓ Don't try too hard to force something, especially not to be funny. Just let it happen
- ✓ Become aware of what you are shutting down through habit and fear, and what becomes available if you open yourself up and engage

<http://www.extemporetheatre.com/>
<http://www.theshowstoppers.org/>

Dr Alan Gregerman

Author of the Necessity of Strangers



- ✓ People who you do not know are far more likely to help you find a breakthrough than people you are already close to
- ✓ 99% of new ideas are based on other people's thinking
- ✓ They know things that you don't know, because usually people surround themselves with people similar to themselves
- ✓ Expertise is less important now than it used to be, and expertise can actually blind you to new things happening
- ✓ Be curious, go outside of your organisation, and find people who are approaching problems differently with insights from other fields. Bring other new ideas into the company
- ✓ You should spend more time with your customers

<http://www.alangregerman.com/>

<http://venture-works.com/>

Stephen Shapiro

Author of Best Practices are Stupid



- ✓ Implementing someone else's best practices is not innovation. By the time you have implemented them, they are already out of date
- ✓ What works for one company may not work for another
- ✓ Survivorship bias means that we only study the success stories, and we don't know about everyone who tried doing the same thing and didn't succeed
- ✓ One key way to innovate is to find out where you differentiate, what sets you apart
- ✓ Instead of asking for ideas, ask for solutions to well-framed questions. Constraints (lenses) help this

<http://stephenshapiro.com/>

Day 3 –April 4th 2017

Innovation and Creativity Summit 2017

Dr Mark A Runco

Editor of the Creativity Research Journal



- ✓ The definition of creativity is around originality and effectiveness
- ✓ Left brain-right brain divide is no longer valid, was originally based on brain lesion surgery studies from epilepsy. Creativity isn't in one part of brain, it's all over in networks
- ✓ Hypofrontality related to creativity, where your executive function in the pre-frontal cortex becomes less active
- ✓ The Art bias makes people think you need to be artistic to be creative, which isn't true. Historically, people thought men were more creative than women just because of the list of famous people, but we now know that was bias of the times
- ✓ Everyone is creative within certain ranges of potential and across domains, not much correlation with genetics. Nurture is more important than nature
- ✓ Creativity can be improved, if you decide to dedicate time and effort to it, and gain new knowledge and diverse experiences
- ✓ Alcohols and drugs do not enhance creativity. Famous examples are based more about correlation than causality

<http://www.markrunco.com/>

Holly Green

Founder of The Human Factor



- ✓ Humans today are focussed completely on speed, getting things done immediately
- ✓ No time given to allow the brain to get new information and be creative
- ✓ Four best techniques to become more innovative:
 1. Balance the big picture and details
 2. Get complete clarity on focus of the target
 3. Challenge all the informal "rules" and assumptions
 4. What is the Second right answer?

<http://thehumanfactor.biz/>

Paul Hobcraft

Founder of Agility Innovation



- ✓ The Three Horizons Innovation Framework:
 - ✓ Originally developed by McKinsey
 - ✓ Horizon 1: Exploit current business
 - ✓ Horizon 2: Expand your capabilities
 - ✓ Horizon 3: Explore desirable future state
- ✓ It shows how strategic fit of your offerings will change over time, which also indicates where your resource allocations need to change
- ✓ Disruption points happen when one horizon needs to be replaced by another. Horizon 2 is most uncertain
- ✓ You can't manage and measure the future horizon offerings using the same metrics you use today. Must look forward

<http://www.agilityinnovation.com/>

<http://www.hocaconsulting.com>

James Taylor

Host of the Creative Life Podcast



- ✓ The Creative Process works in the following sequence:
 1. Preparation
 2. Incubation
 3. Insight
 4. Evaluation
 5. Elaboration
- ✓ Most people don't consider themselves as being creative. Everyone can struggle with feeling creative and blocks, even professional musicians.
- ✓ In history, artists believed that ideas came from outside of themselves. Creativity in the individual came during the Renaissance

<https://www.jamestaylor.me/creativity-blueprint/>

Jeffrey Shaw

host of Creative Warriors podcast



- ✓ A lot of artists see themselves as not being able to make a living from their work. They think that if they have the talent, people (and income) should be coming to them
- ✓ They adopt an attitude of "I can't be good at business" and think they need to filter themselves from overwhelm
- ✓ The most important thing is being able to communicate your value
- ✓ The worst advice for creative people out there is to focus on a niche. Creative people see, hear and feel more, and should leverage that
- ✓ You need direction and be willing to try things and adjust. He advises you need to try something three times before it can be successful
- ✓ In the USA by 2030, 60% of the economy will be driven by freelancers

<http://creativewarriorsunite.com/>

<http://warrior.creativewarriorunleashed.com/assessment/>

David Goldstein

Author of Creative You



- ✓ Based on the Myers-Briggs Personality Type indicator, he believes that there are extra indicators to show your creative preference
- ✓ Both extraverts and introverts are both creative, it's just about when and where they get their energy for ideas
- ✓ What is also important is whether you are more sensing (gather all the details, in the moment) or intuitive (about the larger picture, visionary). This also relates to the types of output they produce
- ✓ Everyone is creative in their own way
- ✓ You need both the ideas, and the ability to express and techniques to express the idea
- ✓ You should find people of different types to work with

<http://davidbgoldstein.com/>

Drew Boyd

Author of "Inside the Box"



- ✓ The idea of thinking outside the box is flawed. JP Guilford's Nine Dot problem doesn't become easier if you give people the "trick" in advance, still only 20% of people get it right
- ✓ Important to set out criteria for what makes a good idea. Without constraints your project is going to fail
- ✓ Your brain is good at taking a solution and finding a problem
- ✓ Five patterns found in innovation over thousands of years:
 1. Subtraction
 2. Task Unification
 3. Multiplication
 4. Division
 5. Attribute dependency

<http://www.innovationinpractice.com/>

Day 4 –April 5th 2017

Innovation and Creativity Summit 2017

Denise Jacobs

Author of Banish Your Inner Critic: Silence the Voice of Self-doubt, Unleash Creativity, and Do Your Best Work



- ✓ When you stop criticising and doubting yourself, you feel empowered and can create your best work
- ✓ Internal criticism is developed at a young age as a protective mechanism. It makes you second-guess and doubt yourself, and overly sensitive to criticism
- ✓ Everyone is creative at something, you just need to allow yourself to believe it too. A good way to start is to give yourself permission to do it badly
- ✓ Once you know about your inner biases and fears, and that you are wired that way through evolution, you can control them
- ✓ Also do not be afraid of what bad things **could** happen, as these are just fabrications of your mind, it's a choice. F.E.A.R: False Evidence Appearing Real
- ✓ Also, stop replaying moments of criticism over and over again. This can be solved through Self-Compassion
- ✓ You should not compare yourself to what you see in "other people's highlight reels". Don't compare your insides to other people's outsides

<http://denisejacobs.com/subscribe>

<http://InnerCriticBook.com>

Dr Mark Batey

Manchester Business School



- ✓ As we move from west to east, we become gradually less individualistic and more collectivistic. In the west, creativity is more about being special and new, and in the east it is more about utility and building on what came before
- ✓ You do not need to be really intelligent to be creative
- ✓ Highly creative people are very open to new ideas and new experiences and they tend to be certain conscientious, less rule bound, less structured and less organized.
- ✓ Both extraversion and introversion correlate with different types of creativity
- ✓ Prepare people before idea generation meetings, and enhance diversity
- ✓ Creativity starts with careful exploration of the problem. Meta analysis of 70 studies shows that giving yourself time to incubate enables the brain to form new connections with the information
- ✓ Research found 12 criteria which predict a creative organisation

<http://www.mbs.ac.uk/research/people/profiles/mark.batey>

<https://www.linkedin.com/groups/2316564>

Dr Kevin McFarthing

Founder of Innovation Fixer



- ✓ Innovation isn't just about ideas. Innovation is an output.
- ✓ Data is useful, but real insights are what drive innovation
- ✓ Innovation management needs to be kept simple. It's too easy to add stages, criteria and activity.
 1. Understand where you want to go
 2. What do you need to get there
- ✓ Portfolio management is vital
- ✓ Project plans are like Teddy Bears: They help you sleep at night but doesn't actually do anything

<http://www.innovationfixer.co.uk/>

Simon Hill

Founder of Wazoku



- ✓ Innovation management software manages ideas which help make business better in some shape or form
 - ✓ Set the challenge
 - ✓ Gather ideas
 - ✓ Evaluate them
 - ✓ Allocate the right resources to them, manage and track them
 - ✓ Gather ROI data
- ✓ Where are business pinch points where people should be focusing their creativity?
- ✓ Needs to be backed up by a culture which can deliver the innovations. More important is to be innovative
- ✓ Innovation can be bottom up, strategically top down, Co-creation and other ways

<https://www.wazoku.com/>

<https://thefutureshapers.com/>

Gregg Fraley

Author of Jack's Notebook



- ✓ Creative Problem Solving is a structured process
 1. Problem Exploration (most people skip this)
 2. Idea Generation
 3. Planning for and taking action
- ✓ You need to have the right attitude, that you are creative (everyone is, but it's a choice)
 - ✓ You can start by writing down your thoughts
 - ✓ Develop a mindset of deferred judgement
 - ✓ Tolerate ambiguity, stay open longer
- ✓ You should alternate divergent and convergent thinking
- ✓ The way you improve innovation culture is focus on projects rather than ideas

<http://greggfraley.com/>

Mark Bidwell

CEO Innovation Ecosystem and Chairman BC Platforms



- ✓ It is almost impossible for people to innovate on top of their day jobs. Leaders need to make the space for people to work on innovation. As a leader, do you take up space or create space, are they trying to give the answer or helping others find new answers?
- ✓ Need to look at problems and questions from different perspectives, like those of other industries
- ✓ You need to co-create an innovation solution with clients. It is not effective to bring in consultants, for them to provide their findings and recommendations and then leave
- ✓ Co creation creates a shared accountability and buy in to the solution, which is required for success
- ✓ To become better at persuading people about your ideas, ask "what do they want?". Not from a feature set, but from an outcome / value set. This way you can adjust your messaging

<http://innovationecosystem.com/ilc>

Day 5 –April 6th 2017

Innovation and Creativity Summit 2017

Mitch Ditkoff

Founder of Idea Champions



- ✓ Storytelling is a narrative. There is somebody with a quest (facing an obstacle) and they have to do something differently in order to overcome that obstacle and get the resolution
- ✓ Best practices are one form of story which are passed down
- ✓ Value is in how the story is debriefed:
 - ✓ What, So What, What now?
 - ✓ Different people hear the story in different ways
- ✓ Storytelling also helps the listener understand value of what you are talking about

<http://www.ideachampions.com>

Dr James Kaufman

Author of "Creativity 101"



- ✓ 4-C model of creativity
 1. Big C: Genius Level creativity (the famous people) – this is retrospective
 2. Little C: Everyday creativity
 3. Mini C: Personally relevant creativity (e.g. learning, trying things out)
 4. Pro C: Reached a level of expertise – more relevant to people right now
- ✓ Studies which show a cause-and-effect relationship for things that improve creativity needed to be treated carefully (correlation vs cause)
- ✓ There is a certain level of domain expertise and experience which affects your ability to be creative. You will do your best work in certain types of work
- ✓ Are there specific reliable studies to back up these claims of what improves creativity?
 - ✓ Go outside and move: None specific, but it doesn't hurt
 - ✓ Alcohol and drugs: No. Studies show this isn't the case
 - ✓ Specific types of music: No studies, if it works for you
 - ✓ Taking a shower: Allows you to go hypofrontal
 - ✓ Brain stimulation: Not advised

<http://www.jamesckaufman.com/>

Patti Clark

Author of This Way Up



- ✓ Often women lose their creative self because they lose touch with who they are
- ✓ They have a fear of doing it wrong
- ✓ The best way to get into your creativity is to just start doing creative things. "The hardest part of taking a walk is putting on your shoes"
- ✓ You need to be internal to access your creativity, and silence helps here.
- ✓ You need to love yourself and allow yourself to be happy
- ✓ Children should be given space to explore and play

<https://patticlark.org/>

<http://www.thiswayupbook.com/>

Dr Art Markman

Author of Brain Briefs: Answers to the most (and least) pressing questions about your mind



- ✓ Expert Generalists, who have deep knowledge in one area but also expertise and insights from a wide variety of others.
- ✓ These people are also usually low on conscientiousness, which is related to finishing tasks and not getting distracted. Most businesses are set up to reward conscientiousness.
- ✓ Taking insights from a different industry and transferring them to your own through analogies. The brain is hardwired to solve problems through similarity, finding memories of solutions. Analogies frame the question differently, help you thinking about different things.
- ✓ When groups generate ideas, they converge in their thinking. The first idea infects the memory of other people
- ✓ If you want people to innovate on top of their day job, you need to hire more people. Innovation needs to be given time

<http://www.smartthinkingbook.com/>

<http://liberalarts.utexas.edu/psychology/faculty/markman>

Janet Sernack

Founder of ImagineNation



- ✓ The most challenging phase of innovation is the discovery phase. This includes being courageous, compassionate, connected, and confident
- ✓ Teams need to be safely disruptive, in a space which allows experimentation
- ✓ Push strategy for necessity and a pull strategy for possibility

<http://www.imaginenation.com.au/>

Matthew E May

Author of Winning the Brain Game



- ✓ 7 Fatal thinking flaws:
 1. Leap to solutions right away
 2. Fixation (functional fixedness). Biases make it difficult for the mind to think differently
 3. Overthinking
 4. Satisficing (getting a good-enough solution)
 5. Downgrading (back off an initial goal)
 6. Not-invented-here syndrome
 7. Kill your own ideas (before it is born)
- ✓ The way to address these flaws is either with techniques which address them individually, or an overarching process for innovation like design thinking

<https://matthewemay.com/>

Day 6 –April 7th 2017

Innovation and Creativity Summit 2017

Erik Wahl

Author of The Spark and the Grind



- ✓ In order to perform his artistic skill on stage, there is militaristic precision practice which happens in the studio. He approached teaching himself art from the perspective of "what do I find fascinating?"
- ✓ Creativity is not a one-off. It is something you tap into repeatedly
- ✓ You need a combination of the moment of inspiration (spark) and the dedication to make it happen (grind)
- ✓ You need a combination of working towards perfection but not being afraid to take risks, try new things and potentially fail
- ✓ To address this, you should adjust your definition of success, because the way of rote learning is becoming more irrelevant in today's society, and nowadays it is more and more important to be creative, authentic and vulnerable, because consumers can smell bullshit
- ✓ Children are taught to do things "properly" and give the right answers, and this ends up stifling people's creativity. The reason art school is important is not because it creates a new product, but because it produces a new way of thinking.
- ✓ If you are stuck in a rut, give your body a shock to change your system (e.g. biohack, cold shower)

<http://www.theartofvision.com/>

Dr KH Kim

Author of "The Creativity Challenge: How We Can Recapture American Innovation"



- ✓ To nurture a creative attitude, you should have a creative climate, which helps it grow
- ✓ Everyone is born creative, and this can be enhanced through practice
- ✓ To become highly creative in your field, you need 10 years of expertise
- ✓ Studies of Nobel Prize winners show that many winners don't have very high IQ's. "Threshold theory of creativity" previously predicted you needed an IQ above 120 to be highly creative, but this is no longer thought to be accurate
- ✓ IQ scores are rising over time, but her meta-analysis of 300,000 people from 1990 to 2008 show that **creativity scores are falling**, based on scores from the Torrance Test of Creative Thinking.
- ✓ Her reasoning for falling scores are the common trend of schools having a more Test-Centric Climate, where students are taught the single correct answers to give on tests to achieve high scores. Ironically, this was adapted from Asian countries, and Asian countries are now encouraging more open-ended learning to foster creativity.

<https://kkim.wmwikis.net/>

Paul Sloane

Author of Think like an Innovator



- ✓ Lateral thinking is coming at a problem from a new perspective.
- ✓ Example: You can incrementally improve the design of an airplane to make it more fuel efficient, but you cannot incrementally turn it into a helicopter
- ✓ We are usually very rigid in how we approach new situations based on assumptions. These assumptions need to be challenged, or a nimbler company will
- ✓ If everything you try succeeds, you're not trying hard enough
- ✓ Innovative Leaders are curious, and they challenge their people
- ✓ It is easier to get approval for a pilot than a permanent scheme

<http://www.destination-innovation.com/>

Gijs Van Wulfen

Founder of the FORTH Innovation methodology



- ✓ You need to pick the right moment to innovate
- ✓ The sweet spots for innovation are either before revenue has plateaued (and there is money available), or when it is falling (and there is impetus)
- ✓ A structured methodology helps

<http://www.forth-innovation.com/>
<http://www.gijsvanwulfen.com/>

Dr Keith Sawyer

Author of Zig Zag: The Surprising Path to Greater Creativity



- ✓ Work is mainly based on Interaction Analysis, where he studies the moment-to-moment actions in groups and individuals and how those relate to creativity
- ✓ Individual creativity is a process over time, where several small ideas lead to another. You can master this process
 - ✓ Tip: wait for good problems and good questions to emerge
 - ✓ Expand the types of people you meet and experiences you have
- ✓ Groups act more through bottom-up creativity, where the members are in flow and create something together which is more than the sum of its parts.
 - ✓ It is moment to moment iteration, and is helped when individuals produce an action which is open to future possibilities

<http://www.unc.edu/home/rksawyer/>

Mike Brown

Founder of Brainzooming



- ✓ Four or five people in the boardroom will not have the best perspective of what is happening in the whole company
- ✓ Similarly, if you set up an innovation team and make it all their duty, you are just offloading the responsibility to them and it won't work without leadership support, and they also won't have the insights from across the firm
- ✓ You also need insights from people on the floor, from customers and suppliers
 - ✓ Best way is to set them questions which they can answer (e.g. what are we screwing up?)
 - ✓ But don't ask them vague questions like "what is our next big idea?"
 - ✓ Do interviews with your most demanding customers, who are pushing you the most right now
- ✓ Strategic detours can for people out of habits and routines, such as just repeating the sales predictions or strategy document from last year
 - ✓ You can get people to think backwards from a future state, and ask "What did we do to get here?"
 - ✓ What can we start breaking in the business right now that currently keeps us safe?

<http://brainzooming.com/>

Day 7 –April 8th 2017

Innovation and Creativity Summit 2017

Bryan Mattimore

Author of 21 Days to a Big Idea



- ✓ Insights from running more than 1,000 ideation sessions:
 - ✓ You need to frame the challenge, so you are solving the right challenge
 - ✓ Use a variety of ideation techniques, which will work better for certain types of challenge
 - ✓ One example is a technique called “Worst Idea”, which will produce fewer ideas but they will be of higher quality
- ✓ It is better to run focused ideation, which results in 100 ideas rather than 1,000 on a wall
- ✓ Idea-walking, where small teams of 2-3 will walk around a room with things in each corner, move to the next one and build on the previous ideas. Works well for introverts
- ✓ People perform better if they have something to do with their hands and relax
- ✓ If you get insights from consumers to show demand, it encourages the decision makers to allow a more creative solution which previously was “too risky”
- ✓ **You don’t innovate by changing the culture, you change the culture by innovating**

<http://growth-engine.com>

Dr Roni Reiter-Palmon

Editor of The Psychology of Aesthetics, Creativity and the Arts



- ✓ How to identify problems that need to be solved. Creative people tend to naturally engage in problem construction, figuring out what it is before solving it. People with a growth mindset, who think that creativity can be improved, also tend to be more creative, and training really helps
- ✓ Study shows that teams can become better at solving problems (more creative solutions) if before they begin looking for solutions, they spend time looking at different ways to restate the challenge / problem
 - ✓ "How could we...?", what are goals?, what are constraints?
- ✓ They perform even better if they are then asked to converge on some of the ideas they generated
- ✓ Then need to evaluate the ideas, and need to assess them for both quality and originality / creativity. Other study shows that decision makers choose ideas which are neither high quality or highly creative **more than half (55%) of the time**. So the default position is for people to choose low quality ideas

<https://www.unomaha.edu/college-of-arts-and-sciences/psychology/about-us/directory/roni-reiter-palmon.php>

Neil Mullarkey

Actor and Co-Founder of the Comedy Store Players



- ✓ Say "Yes, and" to reincorporate ideas back. You can become a good improviser when you let go of the fear of being "mad, bad or wrong".
- ✓ The most important skill in improv is listening. The rule is "Listen, accept, commit"
- ✓ We live in a VUCA world
 - ✓ Volatility
 - ✓ Complexity
 - ✓ Ambiguity
 - ✓ Uncertainty
- ✓ Even improv shows need structure, just like companies. There needs to be the concept of a plan, but understanding that it might need to adapt

<http://www.neilmullarkey.com/>

<http://www.allthatmullarkey.com/>

Greg Satell

Author of Mapping Innovation



- ✓ Most innovations take 30 years from their first discovery to true commercial success, usually at a different company
- ✓ No examples of lone wolf innovators working out of a garage
- ✓ Most important is to find good problems that need to be fixed
- ✓ Most of the discovery work is in the public space (universities, conferences etc). Companies need to use this to build new businesses

<http://www.digitaltonto.com/>

Jorge Barba

President at Baja California Innovation Cluster



- ✓ Benefit of a co-working space is that people have more frequent spontaneous interactions
 - ✓ You can also switch people between teams
- ✓ When determining how to build a culture of innovation, figure out what you are doing which is preventing that from happening
 - ✓ What are the blockers?
- ✓ Often ego gets in the way of innovation

<http://www.game-changer.net/>

Alan Iny

Head of Creativity at Boston Consulting Group



- ✓ Creativity is a change in a mental model. Innovation is a change in reality
- ✓ People think using mental models, which are based on how things have previously been done. They are assumptions which people hold
- ✓ People need to be willing to challenge their assumptions and think in new ways. Often this will face resistance
- ✓ To fix a challenge, identify the clear question, and identify which assumptions are currently out there
- ✓ Criteria are vital for getting the right type of solutions

<https://www.bcgperspectives.com/thinkinginnewboxes>

Warren Berger

Author of A More Beautiful Question



- ✓ A lot of the best innovators do not start with an idea, they start with a question
- ✓ Questioning is an attitude, and a way to look at the world. Children have this more as adults, it decreases after the age of 5. People become afraid of asking the question and then not knowing the answer
- ✓ You need to then own the question, and decide to do something about it
- ✓ Instead of figuring out how we can do something more efficiently, ask if it is the thing you should be doing at all?
- ✓ You can phrase questions differently, like "How might we/I...?"
- ✓ The best questions for innovation are open-ended, and in a specific sequence:
 - ✓ Why?
 - ✓ What if?
 - ✓ How? – *this should be last, but most companies try to jump here immediately*

<http://warrenberger.com/>

Day 8 –April 9th 2017

Innovation and Creativity Summit 2017

Lisa Bodell

Author of Why Simple Wins and founder of FutureThink



- ✓ Kill your own company by getting into the mindset of your competitors (including upstarts) and discussing how they would kill you
- ✓ Then use those insights to find innovative ways to improve your company and kill the competition
- ✓ Innovation usually doesn't happen because people say they don't have the time. They are stuck in meetings and dealing with emails. This is why you should simplify, by removing the activity which is preventing you being able to focus on the more value-adding activities
- ✓ Kill a stupid rule, this will create space for change to happen
- ✓ Then you need to allow yourself to fill this space with the right activity required to innovate. Usually this will be more customer-focused, innovative work

<http://futurethink.com>

Taddy Hall

Principal at The Cambridge Group; Leader of The Breakthrough Innovation Project



- ✓ The very best innovation insights come from a sample size of one person
- ✓ It tells the story of a real customer need, backed up by a business case which indicates there are multiple people who suffer from this
- ✓ This is the core of "Jobs to be Done" innovation theory is finding the progress a person seeks in a specific circumstance
- ✓ Nobody can tell you what causes successful innovation. Data can show you the correlation of known data points, but it can't tell you the meaning of "why it happens"
- ✓ The biggest competitor to almost every company isn't a similar company in their industry, it's non-consumption of their product

<http://www.thecambridgegroup.com/>

Dr Max McKeown

Author of The Innovation Book



- ✓ The psychology of moving forward, which looks at the different personality types and how they relate to generating ideas:
 - ✓ Now-ist: Someone who is primed for action
 - ✓ Then-ist: Dominant mode is to consider alternatives
 - ✓ If you make this clear to various groups, they can understand it and work better together
- ✓ You can also score people on how adaptable they are and how much they achieve (high – high would be HAHA, low would be LALA).
- ✓ One thing that the mindfulness trend got wrong was to think that busy people are inferior or stupid
- ✓ In reality there are people who can multi-task (super-jugglers) better than others, and this skill gets better with practice. He also doesn't think the experiment around ego-depletion (willpower) is right.
- ✓ You need to give your people the **experience** of being creative, and turning their ideas into something new and useful. This will spark a desire to innovate

<http://www.maxmckeown.com/>

David Burkus

Author of Under New Management & Myths of Creativity



- ✓ A problem with a lot of the advice around creativity and innovation is that it is based on how something “feels” for one person
- ✓ Nurture is much more important than nature (genetics) when it comes to creativity
 - ✓ Everyone has the potential to move up within a range
- ✓ Companies should not think that creativity should only come from certain people in certain departments (org chart)
- ✓ Creativity is like a muscle, if you do not use it then it will waste away. People use the fact that they aren’t already at the level of a famous genius (e.g. Picasso) as an excuse to not start or try
- ✓ There is no such thing as a wholly new idea: every idea is a combination of previous ideas. But when judging each version of an idea, expertise can be more harmful than useful
- ✓ Criticism within brainstorming sessions actually results in more, better ideas

<http://davidburkus.com/>

<http://davidburkus.com/resources/>

Dr Jack Goncalo

Professor at University of Illinois



- ✓ Studies show individualistic groups produce more creative ideas than collectivistic groups. This can be achieved by how the groups are instructed
- ✓ The most creative groups have a combination of narcissists, collectivists and neutrals who can challenge
- ✓ Studies also show that people will evaluate an idea to be more creative if it comes from a person that fits the stereotype of a "creative person": e.g. not religious, from the coastal cities, crazy hair, narcissistic
- ✓ Engaging in a creative activity can have therapeutic effect, like feeling the burden of a secret being lifted

<https://business.illinois.edu/profile/jack-goncalo/>

Austin Hill Shaw

Founder of Creativity Matters



- ✓ Engaging in creative work has a very positive effect on your mindset and how you feel about your life
- ✓ Creativity is a defining trait of everyone, and should be in all aspects of your life
- ✓ In the West, the fact that we identify as individuals makes it very challenging to feel fulfilled. We think that being busy is what is required to get happiness
- ✓ He advises we should let the world become a co-creator with us. Creativity arises out of the insights and meaning we find in all aspects of life

<http://austinhillshaw.com>

<http://www.creativitymattersmedicineretreat.com/>

Dr Ralph-Christian Ohr

Founder of Integrative Innovation



- ✓ Ambidextrous organisations have different groups working on incremental innovation, and dedicated divisions working on more radical
- ✓ Need to have a mix of exploitative (incremental) and exploratory (radical) innovation
- ✓ Radical innovation requires full-time resources
- ✓ Challenge comes in integrating back into the company

<https://integrative-innovation.net/>

<https://dual-innovation.net/>

Next steps

Add more value in your organisation

- ✓ Watch the relevant full-length video interviews
- ✓ Share this video with your team and leadership
- ✓ Decide how you are going to take action based on the insights to build your creativity and innovation capabilities

Want some help?

- ✓ Work together to determine the best strategy and actions to meet your ambitions and deliver more value at lower risk
- ✓ Let's talk: nickskillicorn@improvides.com