

Tool 6-1

InnovationDNA Overview Suggested PowerPoint Script

SLIDE NUMBER	REFERENCE	BACKGROUND	SCRIPT
1	Title page		
2	What Is InnovationDNA?	<p>InnovationDNA presents a set of principles concerning how innovation occurs in organizations. It is the result of the study of many organizations . . . organizations as diverse as Cirque du Soleil, 3M, and CSX Transportation.</p> <p>The Founding Fellows of the InnovationNetwork program called InnovationUniversity created the original metaphor of the helix as the operational dimensions of innovation. The framework has evolved over the years as InnovationNetwork has continued to observe how organizations around the world innovate. InnovationDNA is a synthesis of the principles and practices observed in these organizations with the latest thinking on innovation from a broad spectrum of innovation practitioners and authors.</p>	<p>This is a brief overview of the InnovationDNA framework, which presents a way of organizing our thinking around the huge concept of innovation.</p> <p>InnovationDNA was originally conceived in the mid-90s by a group of businesspeople who did in-depth study of how various organizations approached innovation. It continues to evolve as business and industry change and more information is gathered.</p> <p>We are using InnovationDNA to help [insert your organization's name] learn about innovation and to help deploy our strategy to be more innovative by establishing a common language and thinking framework.</p>
3	Why Innovation?	<p>Although it is always important, innovation has recently become the focal point of many organizations' strategies. The accelerating speed of change in both business and technology have forced organizations to look to innovation as a crucial path for future growth and prosperity.</p>	<p>There are many reasons to innovate. What are they?</p> <p>[Class responds with ideas that you capture on flipchart paper. Encourage participants to offer five to eight ideas if possible. Summarize this slide by clicking through and reading the three general points contained.]</p>

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4	What Is Innovation?	Many organizations create their own definitions of innovation. Does yours have one? If so, how widely is this known?	So, what is innovation? Do you have ideas on how we define it here? [Look for three to four responses.]
5	Innovation Is:	<p>This definition is one simple version of the general thinking of authors and practitioners working with organizations to innovate.</p> <p>In the early 90s there was some confusion about the difference between creativity and innovation. Whereas creativity is the way novel ideas come to light, the concept of creativity does not demand implementation. One could argue that in the pure sense, innovation is simply the implementation of new ideas. In the context of business—whether for profit or not for profit—all activities, including innovation, must deliver value.</p>	<p>InnovationDNA's definition is people implementing new ideas that create value. Please notice that there are three key components of this definition:</p> <ol style="list-style-type: none"> 1. New ideas 2. People implementing them 3. Value is realized by an external or internal customer through implemented ideas
6	Three Parts	<p>At the big-picture level InnovationDNA has three main parts.</p> <p>The outer arc (purple) is the Context—it represents the world outside our organizations. Innovation is closely related to the outside world—if we didn't have competitors, or if we didn't know what was going on in industry, or if the government didn't force regulations, would we innovate in the same way?</p>	<p>Innovation is a big concept—it's really a system that includes the entire organization.</p> <p>Please follow along on your handouts and we will walk through the InnovationDNA, beginning with the big picture.</p> <p>There are three main parts of this framework:</p> <ol style="list-style-type: none"> 1. The purple outer arc represents the large

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		<p>The black arc is the second main part of the framework—it represents organizational culture. As you well know, culture affects practically everything that happens in an organization, including both how well and how easily it innovates.</p> <p>The third area of the framework is the helix, which is a metaphor for the operational aspects of innovation. It speaks to how creativity, communication, collaboration, and other factors drive the actual process of innovation.</p>	<p>er context for innovation—the outside world.</p> <ol style="list-style-type: none"> 2. The black arc depicts organizational culture. 3. The green DNA helix delineates the operational aspects of innovation. <p>Let's look at each part a little closer by examining where and how innovation happens</p>
7	Where Innovation Happens—Context		Nothing within our organization happens in a vacuum, including innovation. At the macro level, the context for innovation is the outside world.
8	Context for Innovation		<p>The way we as individuals and as an organization interact with the outside world creates the larger context for innovation.</p> <p>[Begin clicking through the key influencers—Click Customers, Suppliers, Competitors] It's easy for all of us to see how our customers, suppliers, and competitors affect us every day.</p> <p>[Click Economy, Government and World Events] Even if we don't have direct contact,</p>

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			<p>it's easy to see how the economy, the government, and world events affect our business.</p> <p>[Click Community and Family] And, of course, our community and even individual families affect our organization and everything it does.</p>
9	Where Innovation Happens—Culture		Looking strictly inside our organization, the playing field for innovation is our Culture.
10	Culture	<p>The study or analysis of an organization's culture is critical to understanding how to promote or enhance innovation within it. Here are some of questions an organization can ask about its culture and whether there are barriers to innovation: Is it the culture's natural tendency to listen to ideas? Is information openly and widely shared? Do people feel free to speak their minds? Do people take calculated risks to advance great, new ideas that will benefit the organization? Does the organization value curiosity and learning? Do people trust and respect each other?</p>	<p>Culture includes the shared beliefs, behavioral norms, and traditions of an organization. Culture has a huge influence on how an organization innovates.</p> <p>There are four key components of culture that drive innovation. [Click through and name the four items.] Let's look at each of these four components and some examples that will help bring these concepts to life.</p>
11	Culture: Leadership	There is usually an evolution of leadership awareness that leads to actions to advance innovation. As the buzz of innovation grew throughout the 90s, many prominent organi-	<p>It is leadership's job to look to the future, identify opportunities, and prepare and support our organization to capture those opportunities. [Click for the example]</p>

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		<p>zations' top leadership talked about innovation. However, it often took several years before that talk translated into strategy and then into tactics that would produce real results.</p> <p>Awareness and education are often the first steps toward increasing innovation, no matter where you are on the organizational chart!</p>	<p>Air Products and Chemicals, Inc., a specialty chemical company, wants to make sure they stay on track in their new innovation efforts. So they created the position of director of innovation and early business development. Having a high-level person focused solely on innovation demonstrates their commitment to innovation.</p>
12	Culture: People	Just as nothing happens in a vacuum, nothing happens without people.	<p>It's really true that people are the most significant part of innovation. Not only are people's ideas important, but how people interact and work together is critical to innovation. [Click]</p> <p>The Neenan Company is a real estate development, construction, and management company. Their people spend inordinate amounts of time and effort actively building trust and relationships with customers, suppliers, each other, and their community. One of their core values is love.</p>
13	Culture: Basic Values	<p>Of the basic values, there are some to which most organizations subscribe: trust, integrity, learning, commitment, success, and honesty.</p> <p>Some other values that are important to innovation, however, are not as often embraced or</p>	<p>Basic values are those shared widely throughout the organization that tend to mold actions like how business is conducted, how decisions are made, and how people treat each other. Some values that seem to influence innovation are trust, learning, openness, commitment</p>

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14	Culture: Innovation Values	articulated-values such as honoring risk, openness, and inclusiveness.	<p>ment, contribution, inclusiveness, and honoring risk.</p> <p>What are some basic values we have here? [Look for five to seven ideas/responses.]</p> <p>There are some organizations that seem to have something special about them that helps them be more creative and innovative than most others. Some of those special qualities or values are listed here under Innovation Values. They include freedom, intuition, passion, and fun! [Click]</p> <p>At the advertising agency GSD&M their core values are literally engraved in stone in the rotunda of their building, which is called Idea City. The values engraved include restlessness, freedom and responsibility, and curiosity.</p>
15	How Does Innovation Happen?		Innovation happens when organizations are in touch with the outside world, their cultures support it, and there are practices and processes in place to make it so.
16	The Helix		Innovation requires that many pieces of process and practice come together. The helix, in green on the graphic, depicts seven main

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17	Challenge		<p>dimensions. We'll look at each of them individually and at some examples.</p> <p>It all starts down there at the bottom of the helix with a new idea, a new trend, or some kind of change.</p> <p>Innovation is inspired by a challenge that is compelling and perhaps pulls at the heart. Challenge provides energy for the pursuit. [Click]</p> <p>Interface Americas, one of the largest carpet manufacturers in the world, has challenged itself to clean up its industry and prevent carpet from going into landfills. This challenge causes them to find solutions other than disposal for reuse or recycle of materials.</p>
18	Customer Focus		<p>In the past we relied solely on conventional market research to provide direction for new products or businesses. With the growth of ethnographic research, companies are getting to know their end-users very well. [Click]</p> <p>Datex-Ohmeda, a medical device company, began doing ethnographic research and created a process called Discovery to create a discipline in this work within the organization.</p>

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19	Creativity		<p>Everything starts with an idea. And most people have ideas they can offer to their organization. One way to make everyone part of the process is to run idea campaigns around important issues. Creativity is not about art; it's thinking creatively—finding new ways to connect disparate thoughts. [Click]</p> <p>Rohm and Haas, the chemical company, sends teams out into unlikely places to look for new ideas or sparks for creativity.</p>
20	Communication		<p>Communication is truly the lifeblood of any organization. Innovation cannot happen unless people are communicating their thinking, experiences, and ideas to each other.</p> <p>Organizations that think together will naturally be creating the raw material for innovation. [Click]</p> <p>World Bank has discovered the power of stories as a way to communicate. They now create and tell stories all over the world that inform, inspire, and educate.</p>
21	Collaboration		<p>In today's organizations it is practically impossible to produce results on one's own; almost everything is a team effort. Collaboration is a</p>

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			<p>key principle of innovation—it takes a team to ensure that ideas are developed and implemented. [Click]</p> <p>True collaboration is often scarce within a single organization, much less across organizations. Orange juice maker Tropicana Products, Inc. and their rail transportation supplier CSX had an adversarial relationship for more than 25 years. By building trust and respect they have created a cross-company innovation team that has brought millions of dollars to the top and bottom lines.</p>
22	Completion		<p>Implementation of ideas usually means mounting a project and managing it through its completion. Project management skills and tools are essential to innovation. Sound processes, good decision making, and careful monitoring are key. [Click]</p> <p>Citigroup created a Rapid Approval team to make sure that ideas moved forward quickly and had the support they needed.</p>
23	Contemplation		<p>Life and business are extremely busy. However, reflection is a crucial part of learning and innovating. Capturing the lessons learned</p>

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24	Innovation Is Both an Art and a Science		<p>from both success and failure is important. Sharing those lessons throughout the organization creates a collective wisdom. [Click]</p> <p>Pillsbury, which is now part of General Mills, created project summaries they called Learning Histories as part of their knowledge management.</p> <p>What are the ways we capture and share lessons here? [Allow time for two to four responses.]</p> <p>At its essence innovation is very simple. But it is quite complicated to execute. The way we see the world, our culture, mindset, processes, and practices all come together to make innovation happen.</p> <p>It is important that our entire organization understands innovation and how to contribute to it.</p> <p>[End of slide presentation]</p>

Tool 6-2

Innovation Mini-Audit Exercise

Name _____

Date _____

This survey, based on the InnovationDNA, can help our organization understand where to start in efforts to increase our innovation capabilities.

Step 1: Please respond to each statement based on your recent experience here:

1 = NEVER TRUE

4 = TRUE MOST OF THE TIME

2 = SOMETIMES TRUE

5 = ALWAYS TRUE

3 = FREQUENTLY TRUE

DNA ELEMENT	STATEMENT	RATING	+ / -
Challenge	1. Our organization has exciting and interesting challenges that energize us.	1 2 3 4 5	
Culture: Values	2. My workgroup understands the importance of innovation to our organization.	1 2 3 4 5	
Context: World	3. We stay abreast of changes in technology, our industry and the world around us.	1 2 3 4 5	
Customer Focus	4. People here know who our customers are and understand how their work helps to create customer value.	1 2 3 4 5	
Creativity	5. Creative thinking and innovation are an important part of my everyday job.	1 2 3 4 5	
Creativity	6. We have an effective system for capturing, cataloging, and acknowledging new ideas and suggestions.	1 2 3 4 5	
Communication	7. Our organization openly shares information with employees, customers, and other stakeholders.	1 2 3 4 5	
Collaboration	8. People here have opportunities to work with and learn from people in other departments or functional areas.	1 2 3 4 5	
Completion	9. People here often work on interesting new projects and have developed good project management skills.	1 2 3 4 5	
Completion	10. We have a defined process of innovation that is widely used throughout the organization.	1 2 3 4 5	
Contemplation	11. We regularly review projects, both successful and unsuccessful, in order to identify lessons learned.	1 2 3 4 5	

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Innovation Mini-Audit Exercise

DNA ELEMENT	STATEMENT	RATING	+ / -
Culture: Leadership	12. Our leadership provides the encouragement, infrastructure, resources and support for innovation to happen here.	1 2 3 4 5	
Culture: People	13. People here have many opportunities to learn and grow.	1 2 3 4 5	
Culture: Values	14. People here trust and respect each other and generally enjoy working together.	1 2 3 4 5	

Step 2: Mark a "+" in the right-hand column next to the item that you would rate the highest. (You may have to choose among several that you rated equally on the 1-5 scale.)

Step 3: Mark a "-" in the right-hand column next to the item that you would rate the lowest. (You may have to choose among several that you rated equally on the 1-5 scale.)

Step 4: With your thinking partner(s), share your choices for Steps 2 and 3 and the reasons behind your choices. (You'll have 12-15 minutes for you and your partners to share your thinking.)

Step 5: Working by yourself for two minutes, generate ideas on how you could help your organization leverage the strength you identified in Step 2—the item you marked with a "+" above. (Jot your ideas here.)

Step 6: Working by yourself for two minutes, generate ideas on how you could help your organization improve on the item you identified in Step 3—the item you marked with a "-" above. (Jot your ideas here.)

Step 7: From among the ideas you generated in Steps 5 and 6, choose one that you would be willing to try. Circle that idea.

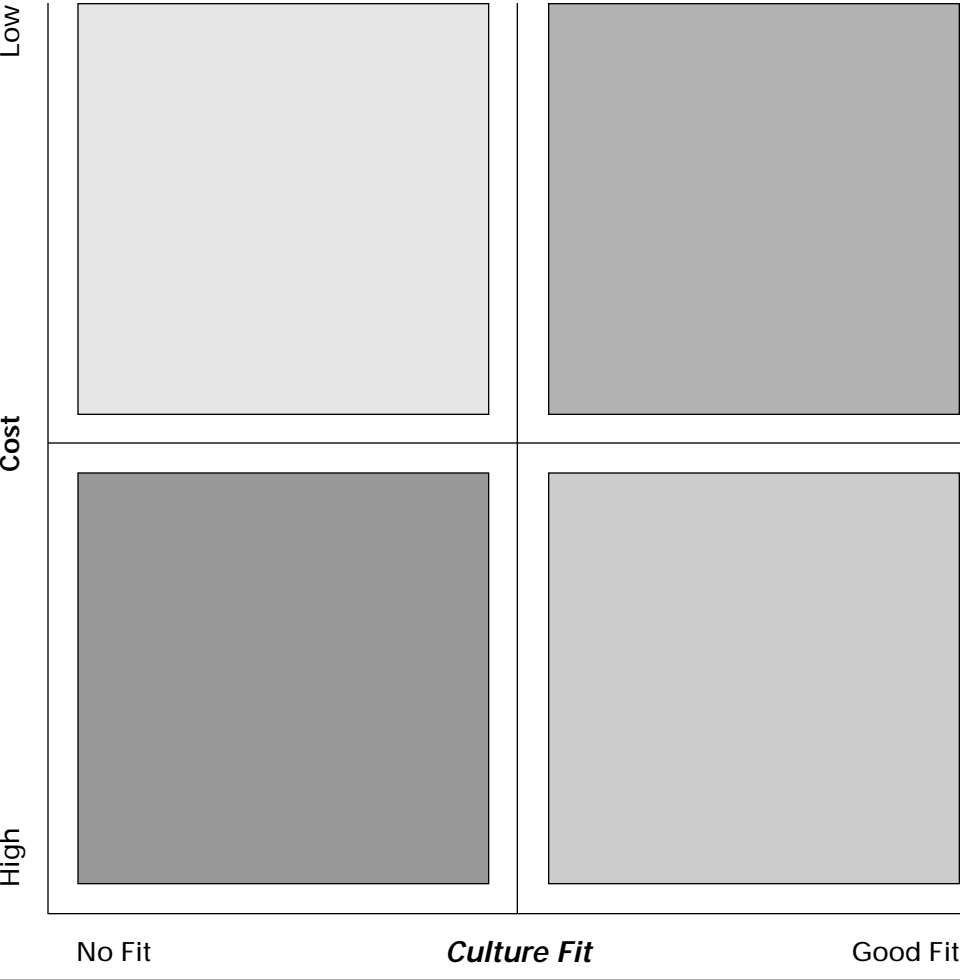
Step 8: Identify the first action to take to implement the idea you selected and decide when you will take it. Note those below:

What I will do first: _____

When I will do it: _____

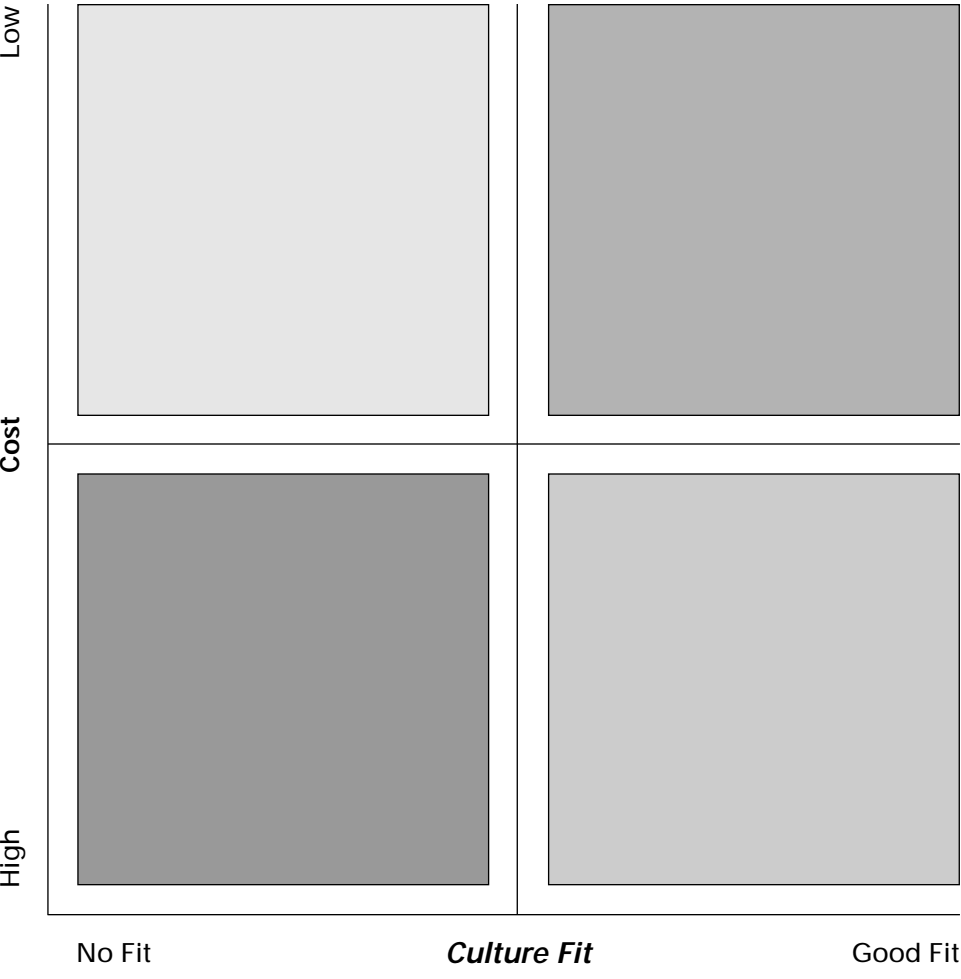
Tool 8-1

Quadrant Chart Example



Tool 10-1

Quadrant Chart Example



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