

JOHNSON
Cornell University

Leading for Creativity: How to Foster Innovative Thinking

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Agenda for Today

- How do you come up with Creative Ideas?
- How do you bring these Ideas to Life?
- Illustrate ***Model*** for Creativity and Innovation
 - *Tina Seelig's Innovative Engine from InGenius*
 - *IDEO's Model of Leading for Creativity*



The innovation engine





The Work of Creativity

- **Step 1: Imagination**
 - Envision something that doesn't exist
 - Why does this dwindle so early?
 - The “Right Answer” Problem
 - Baking the answer into the question
 - Instead
 - Ask Open ended questions
 - Connect & Combine
 - Reframe the Possibilities





The Work of Creativity

- **Step 1: Knowledge**

- Your toolbox to move the idea forward
- How to make it happen?
 - Use your specific expertise
 - Deep knowledge is the ***fuel*** for imagination
 - Networks and connections



- The Key?

- Keen Observation – even of what you see everyday
- Proto-type! From IDEO



The Work of Creativity

- **Step 3: Attitude**

- The Drive and Mindset to bring your idea to Life

- The SPARK

- Passion, persistence

- Reframe

- See yourself as a looking for “an answer” not the “right answer”
- Unexpected outcomes, are not failures, *but Data*
- Learning is critical



IDEO: Creativity at Work



Examples of IDEO Design Projects

- Enhancing Food safety in China
- Designing Schools of the Future
- Eliminating Childhood Obesity
- Increasing the number of individuals registered as bone marrow donors





View from IDEO

- **Observe and Prototype**
 - *Go out in the World & Observe*
 - *Experiment, Test, Prototype*
 - *Fail early, Fail often*
 - *Listen to Feedback*



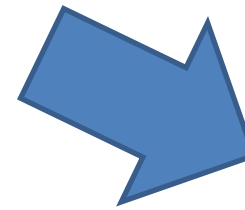
If you want to improve a piece of software, all you have to do is watch people using it and see where they grimace, and then you can fix that.

David Kelley, Founder of IDEO

IDEO – Imagination, Knowledge & Attitude

Goal: A large & diverse set of solutions, converging to a feasible and high quality outcome

- Ask Open Ended Questions
- Observe & Empathize with the patient's POV using a diverse team of experts
- Ideate by harnessing the collective perspective of a deeply expert team. Create a large volume & variety of solutions.
- Prototype, fail, and adjust based on feedback from users. Accept feedback and failures as data. Iterate.
- Implement!





FROM CREATIVITY TO INNOVATION



The innovation engine





Fostering Innovation



- **Step 1: Environment**

- Fueled by Imagination..or not?

- *Is it creative? Is it inspiring? Is it Changeable?*
- *What message does your environment give?*
- *What is valued?*

- *Creative Environments are:*

- *Structured to facilitate diverse interactions*
- *Space to collaborate*
- *Free-time for open-ended conversations*



Fostering Innovation

- **Step 2: Resources**

- Money, time, space, networks...



- **How broadly do you define your resources?**

- *Rethink what resources are available to you, and where they come from*
 - *Expand your definition of resources – be open to a widened perspective*
 - *Consider resource scarcity or abundance, and if you need to adjust*

—



Fostering Innovation

- **Step 3: Culture**

- Shared values, **attitudes** and norms that coordinate behavior & execute strategy

- Norms supporting a creative culture?





Norms supporting a Creative Culture



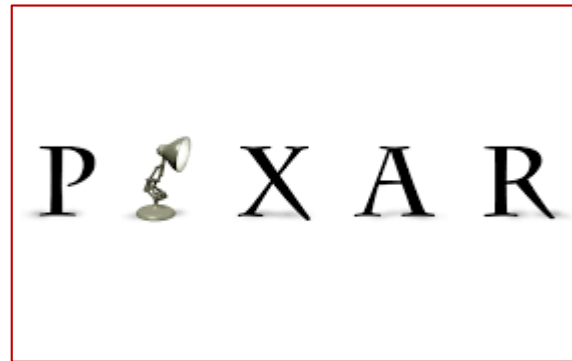
- Norms **supporting** innovation
 - Rewards and recognition for new ideas
 - Positive attitudes toward risk taking and change by senior management
 - People are *expected* to challenge the status quo
 - Constructive conflict is encouraged
 - Acceptable to admit lack of knowledge or understanding

- Norms **impeding** innovation
 - Harsh criticism of new ideas
 - Avoidance of risk
 - Extreme punishment for failure
 - Overemphasis on status-quo
 - Overly internal focus
 - Extreme time pressure



A Culture & Environment Designed for Innovation

From
this:



To this:



W.L. Gore:

A commitment to innovation shapes everything we do

Since Bill Gore founded the company in 1958, Gore has been a team-based, lattice organization that fosters personal initiative.

There are:

No traditional organizational charts

No chains of command

No predetermined channels of communication

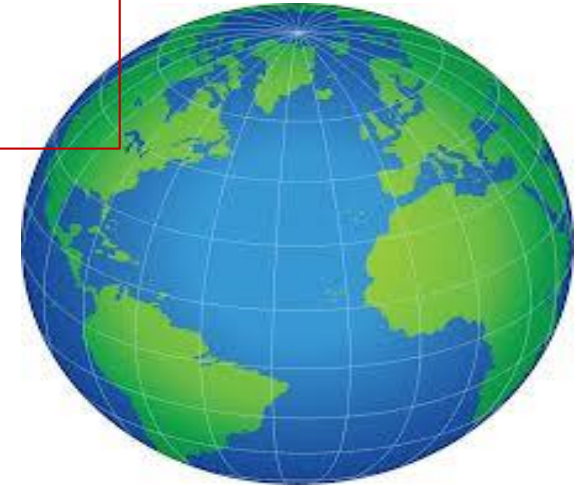
NO bosses





P&G: *Resources inspired by Necessity*

The Challenge: *To continue to grow & innovate a 179 year old company that serves 2/3rds of the people on the planet*





P&G: Let's go back to 2000

Sense of Urgency:

- *2000 Stock price slide from 118 to 52 (lost ½ their market cap!)*
- *How can you grow 4-6% a year when you are a 70B company & 175 years old?*
- *Answer: A cultural shift designed to support a strategy of innovation*

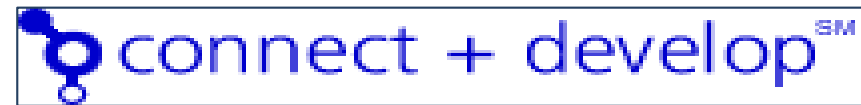
- *Examples –*
 - *Swiffer – cleans with electrostatic attraction (rather than water)*
 - *Ariel Gel -- Gets clothes clean in temp as low as 15 degrees*
 - *Pringles printed chip -- fun & profitable*

P&G: Open Innovation

The Motto: *Proudly Found Elsewhere*

Strategy:

- Acquire 50% of P&G innovations from outside the firm
- Create a Global network of Scientists and Entrepreneurs
- 7,500 R&D employees at P&G - but 1.5 million scientists and engineers outside with a permeable boundary between them



- Currently -- more than 1,000 active agreements between P&G and outside innovation partners





The innovation engine A Mobius Strip





Fostering Creativity and Innovation

Its all connected!

- **Culture**

- Culture is the collective set of attitudes and values of the community, and the culture clearly impacts what we value, care about and focus on.

- **Environment**

- Habitats are the external manifestation of our imagination – and our habitat fuels and feeds our imagination.

- **Resources**

- Money, time, space, networks...all unlocked by Knowledge. And the resources we have expand and build our knowledge.