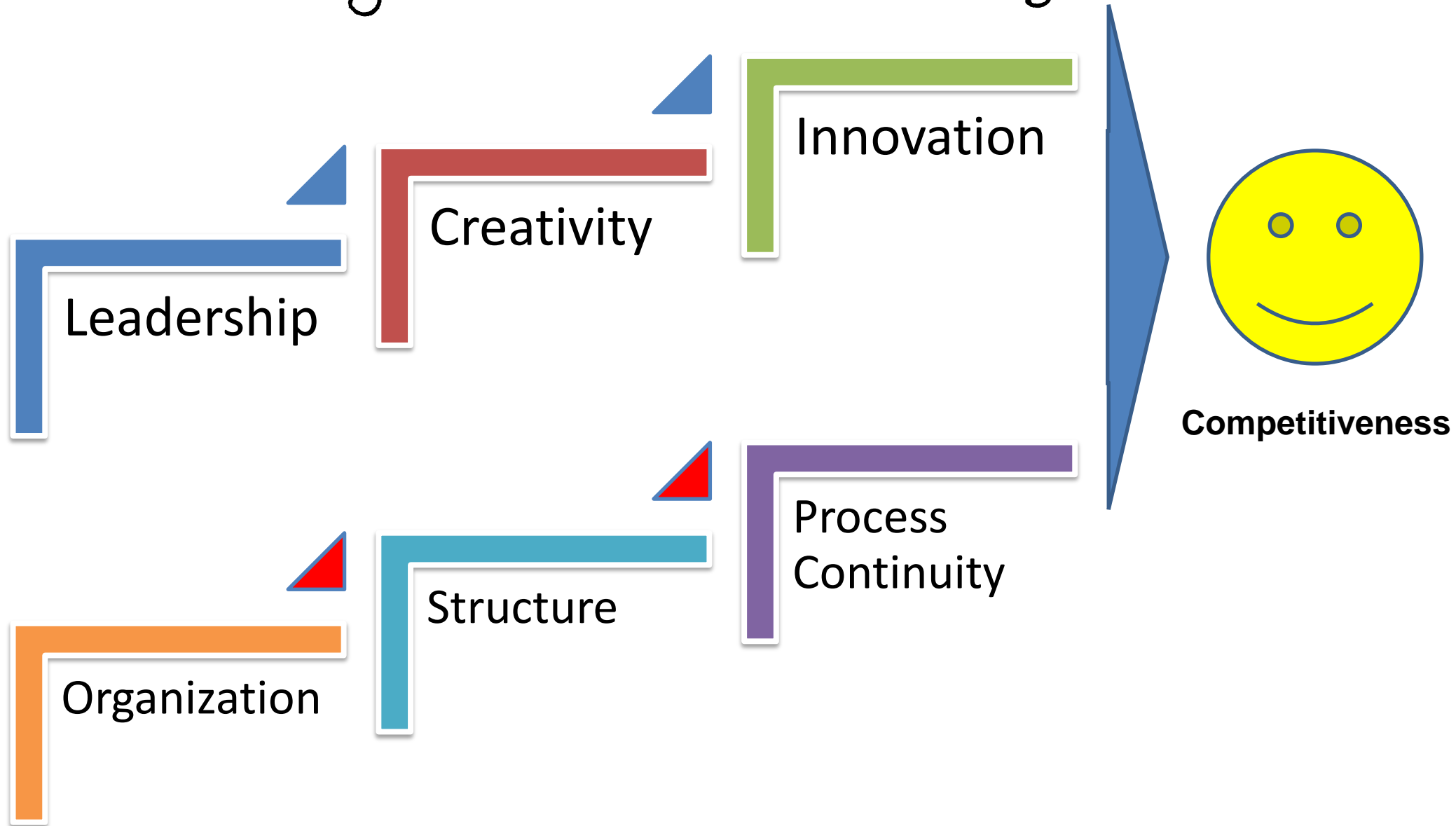


Leadership, Creativity,  
Innovation

They all go together

One of today's challenges is how to maintain creativity within a structured organization



**"Capital isn't so important in business. Experience isn't so important. You can get both these things. What is important is ideas. If you have ideas, you have the main asset you need, and there isn't any limit to what you can do with your business and your life."**

**— Harvey Firestone**

**"There's a way to do it better—find it."**

**— Thomas Edison**

**"The essential part of creativity is not being afraid to fail."**

**— Edwin H. Land**

**"To have a great idea, have a lot of them."**

**— Thomas Edison**

**"Every act of creation is first of all an act of destruction."**

**— Picasso**



One of the key roles of a Leader in Business – or any other enterprise that wishes to be successful - is to recognize and marshal ideas from within and outside the organization

Those who can convert Creativity into Innovation and drive improved Competitiveness are the true Leaders of our Businesses

Thus we offer  
Creativity - how to get there

Lin Giral

## AGENDA

1. How can your organization encourage CREATIVITY?
2. CREATIVITY within YOUR value chain
3. How to make individuals more CREATIVE
4. Other tools for CREATIVITY
5. Leadership, Creativity and Innovation

# How can your organization encourage creativity?



The next pages shall explore this

How can your organization encourage creativity?



Define your goals

$$t = \frac{M_d - (\mu_1 - \mu_2)}{S_{M_d}}$$

Set your limits clearly

**SET  
GOALPOSTS  
AND RULES**

# How can your organization encourage creativity?



Give them space, time  
and resources

Define a clear project team

**TEAMWORK**



Eliminate isolation - the project team must be integrated  
into the overall operation

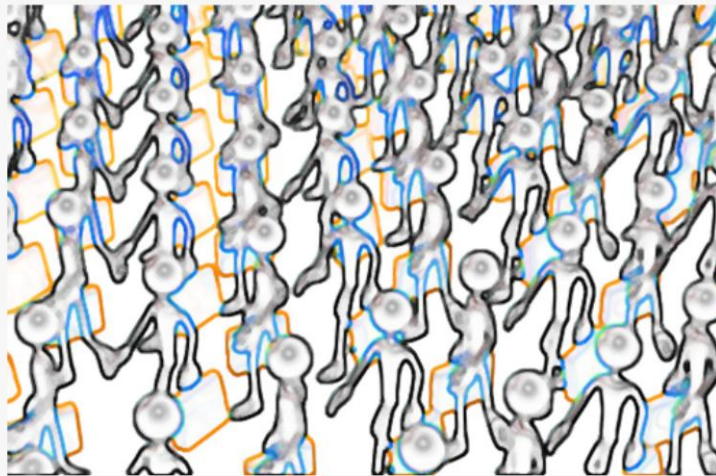


# How can your organization encourage creativity?



Recognize that individual creativity is the basis of collective creativity <http://juli-eafit.blogspot.com/>

**VALUE THE  
INDIVIDUAL**



Discourage Group Think

# How can your organization encourage creativity?



Break down walls -  
encourage different  
departments to  
contribute

**COMMUNICATION**



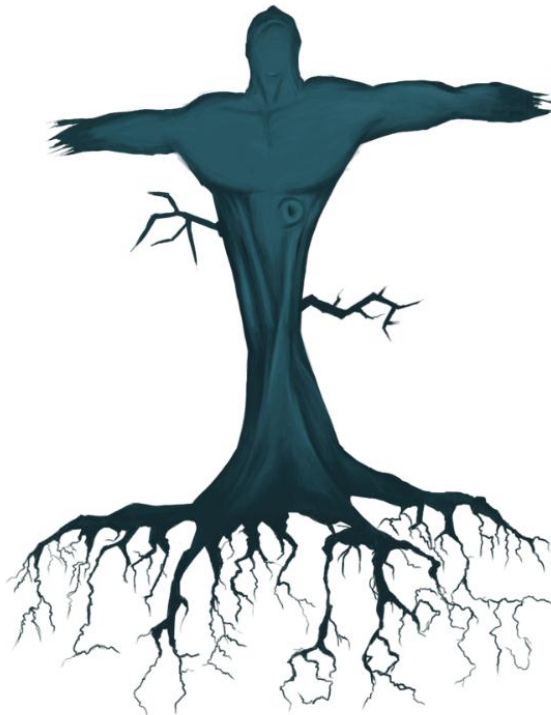
Dissolve Kingdoms

# How can your organization encourage creativity?

**ENTREPRENEURIAL  
SPIRIT**



Reward risk taking



Try to maintain your company close to its entrepreneurial roots

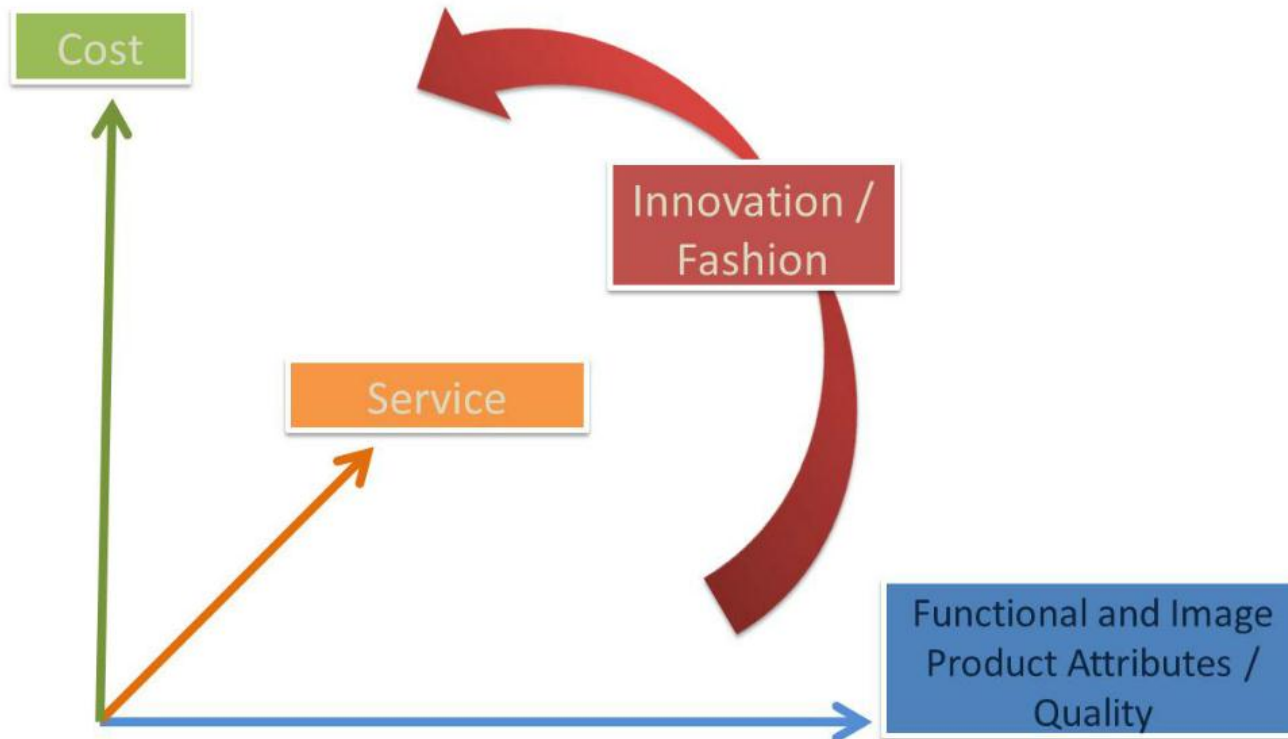
<http://klucid.com/portfolio/life-roots>

Creativity within your value  
chain

There is no conflict between  
creativity and value

## Competitive Dynamics:

How do businesses compete? How does YOUR business compete?



▶ Oscar Bernardes, Booz Allen & Hamilton

Being clear on how your business competes can help teams develop greater competitiveness



For business: creativity is to move beyond habitual thinking patterns to imagine truly novel alternatives within the business.

- Understand the total value chain or business system
  - Go to suppliers and sales channels/allies and see how they do business related to your product
  - Go to consumers and see how they use your product/service ... plus substitutes and competitors



It also involves setting up the occasion, structure and support system for creativity within an organization

## Being your own data investigator or 'mystery shopper' is a good start

- Go through the process of purchasing your own product or service—as a real consumer would—and record the experience
- Conduct online research and gather information about one of your products or services (or those of a competitor) as any ordinary customer would.
- Try calling your company and the competition with a specific product- or service-related question. Compare the differences.
- Observe and talk to real consumers in the places where they purchase and use your products to see what offerings accompany yours, what alternatives consumers consider, and how long they take to decide.

# Empower people to confront implicit or explicit assumptions.

- Example: Retailer's employees went to other, differently modeled, retailers and, seeing firsthand how they operated, the retailer's employees were able to relax their strongly held views about their own company's operations



The occasion for creativity is especially acute when competitors are making inroads

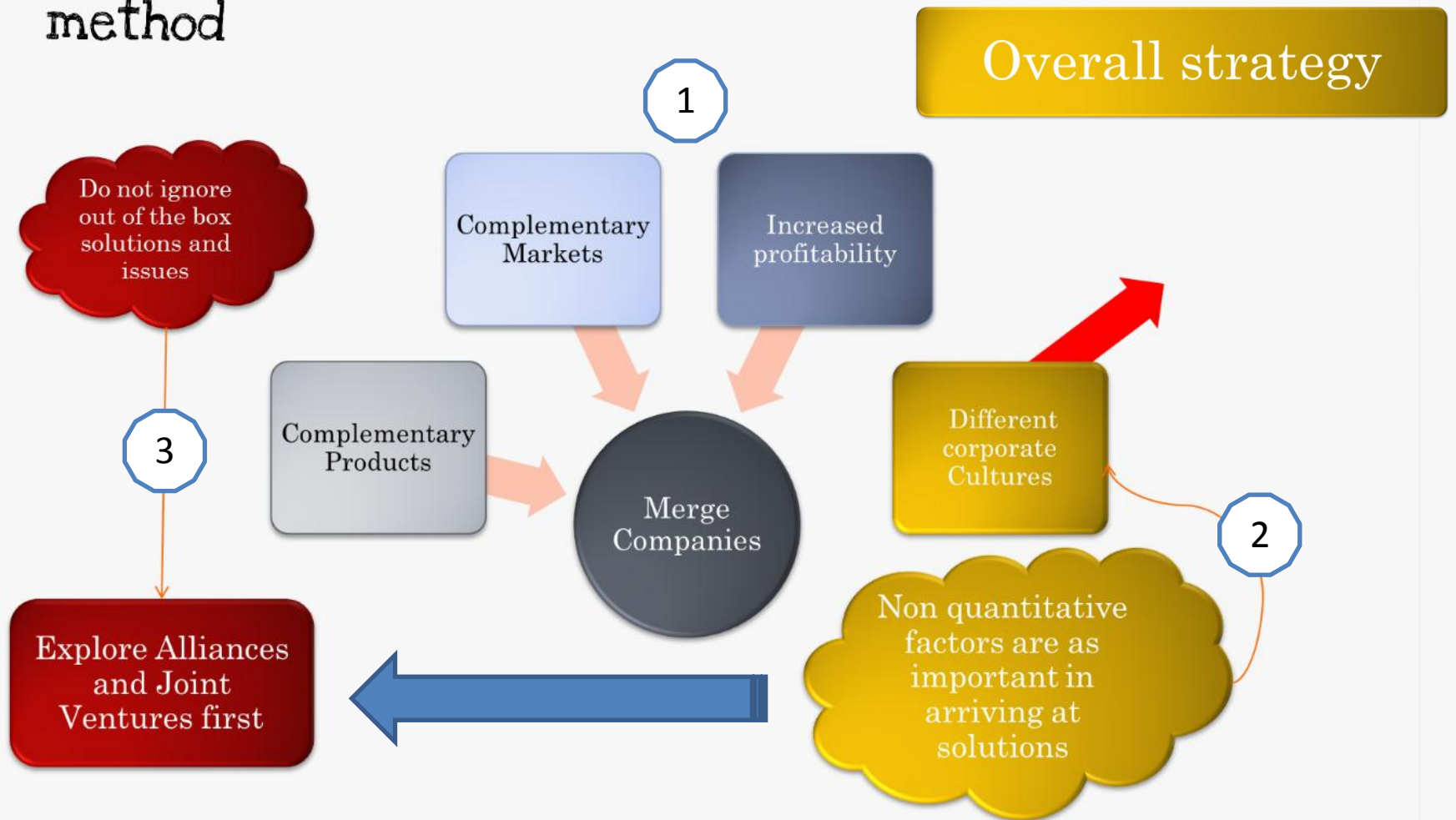


These exercises should be done within a strategic concept and key capabilities to focus immediately on value



Link up to your target

Reasoning and logical thinking are important, but not the only solution method



# Transformation and rotation - what if factors change? Forget 'business as usual'

Go to Market

Real Client Example

Traditional Strategy - Blanket Strategy

New Strategy - Segmented Approach

Reduce Client Loss

Offer one size fits all discounts

Offer discount to most profitable clients based on risk of loss

Reduce delinquent accounts

Strict or lenient credit criteria applied to all uniformly

Offer credit based on prior history and potential value to firm

Design service program

Offer programs without considering service level needs

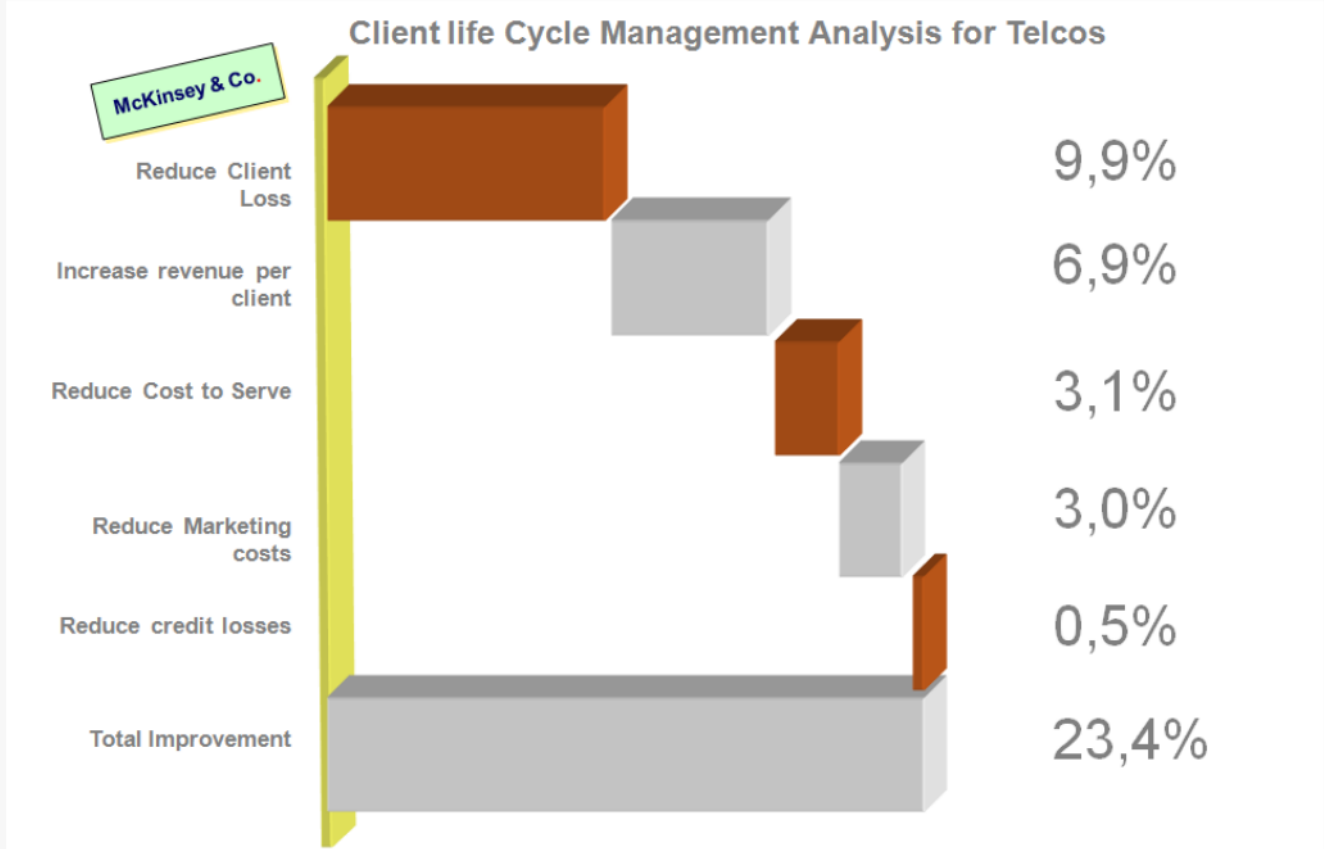
Offer service levels based on analysis of client needs

Association - Transformation and Rotation

# Visual thinking adds another dimension to understanding

Increase revenues

Decrease costs



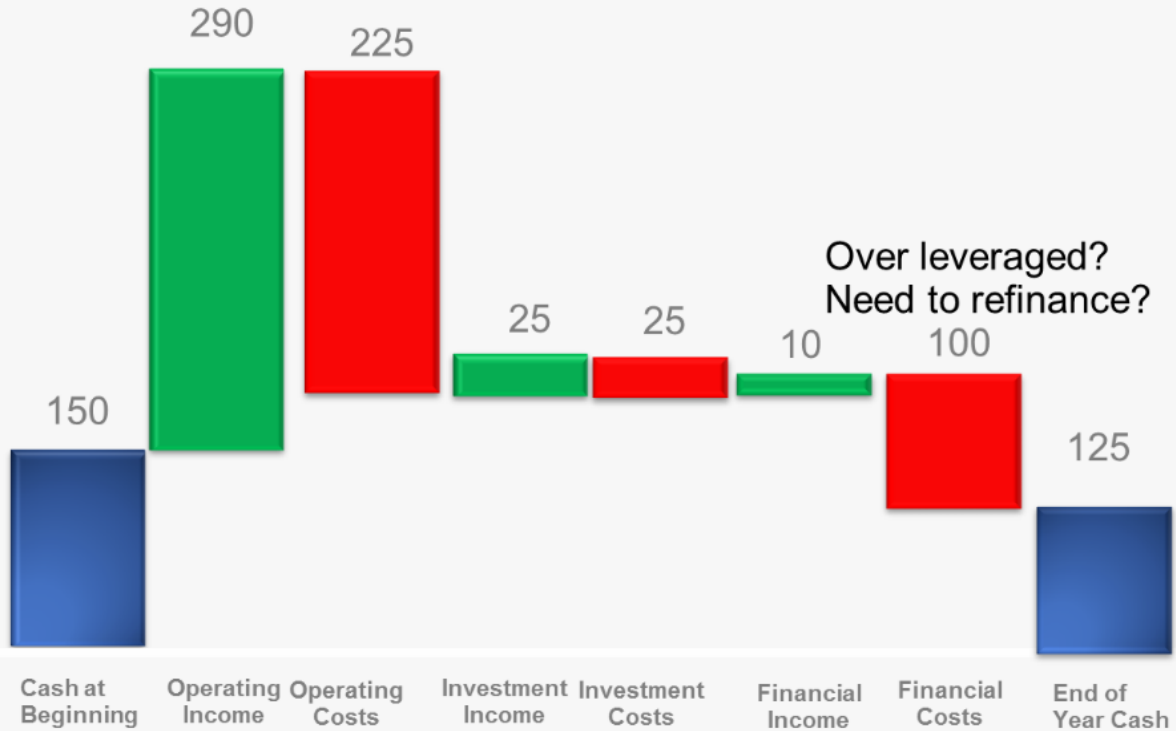
Association - Visual Thinking

It can be especially useful in understanding financial problems ...

Internal Operations

Efficient use of resources

### Firm's Cash Flow Analysis





How can an individual become more  
creative within an organization?



Many ways ....

Prof. Clayton Christensen, Jeffrey Dyer, and Hal Gregersen, in a Harvard Business Review article, noted five important "discovery" skills for innovators:

- Associating
- Questioning
- Observing
- Experimenting
- Networking.

The most powerful overall driver of innovation was associating—making connections across "seemingly unrelated questions, problems, or ideas."

Although the techniques are based on individual creativity, companies can spread these across the entire organization



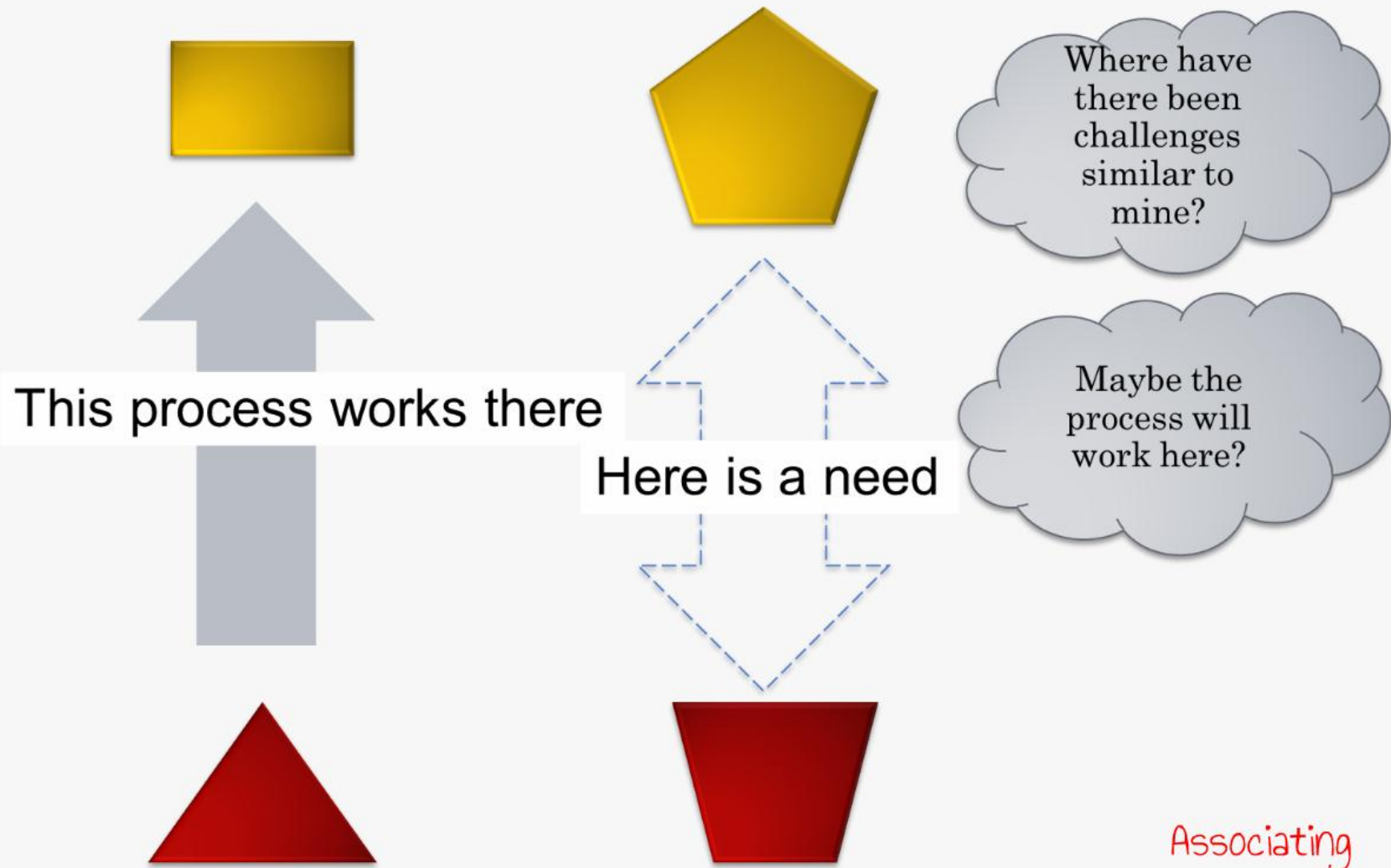
"Associating" your company with an image can help cristalize problems and opportunities - where are you now and where would you like to be

- Use an animal:
  - "We are an Ox, but would like to become a Jaguar"
- Use an Image:
  - "We are the Mona Lisa, but would like to become an Andy Warhol"
- A personage:
  - "Our attitude has been John Wayne, what if we became John Lennon?"
- A sound:
  - "We are a tuba, what happens if we become a clarinet?"
- A situation
  - "We are a baby/adult/senior.... What do we need to do now?"

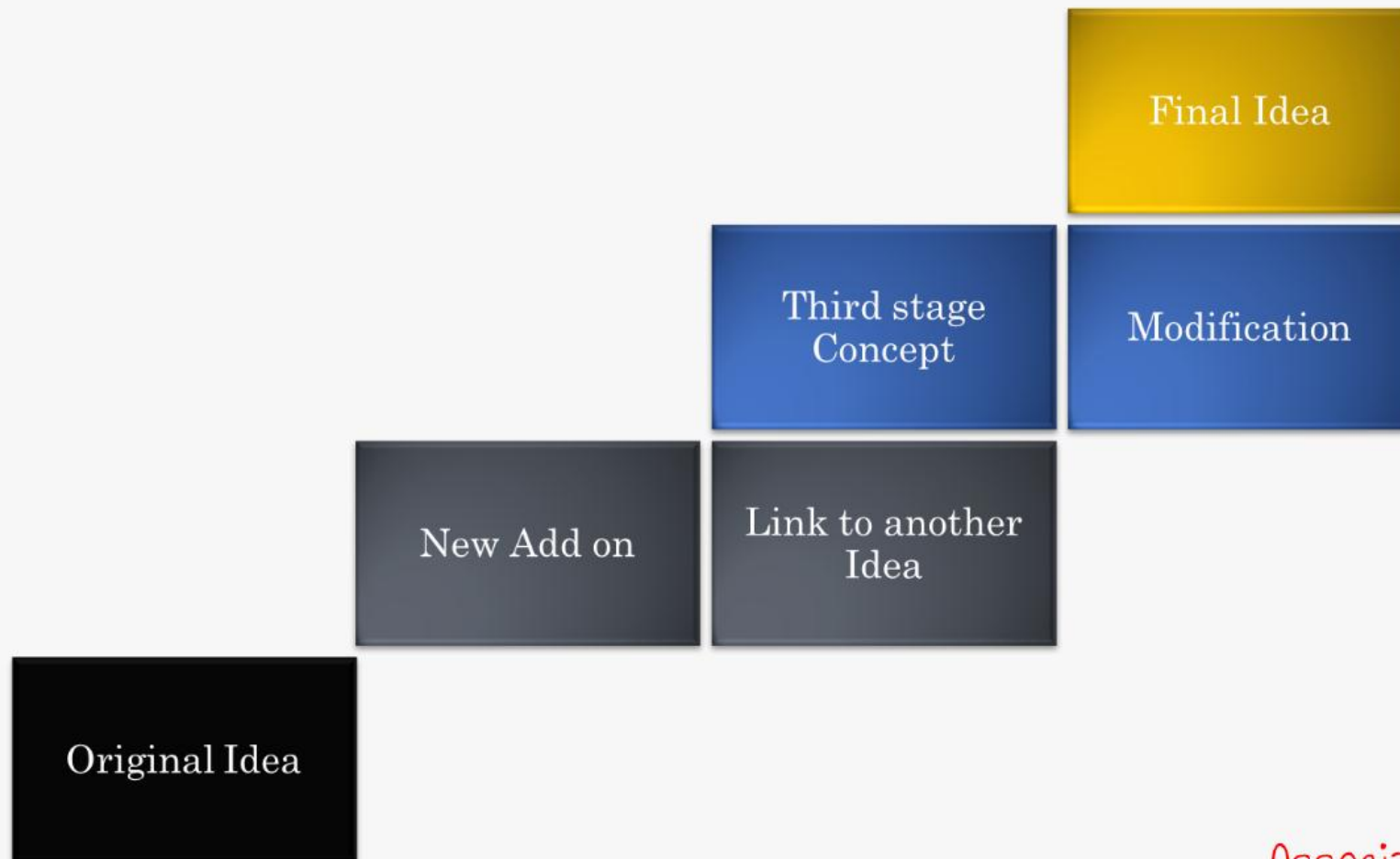
Associating



"Associating" Can also help find successful solutions  
coming from other areas

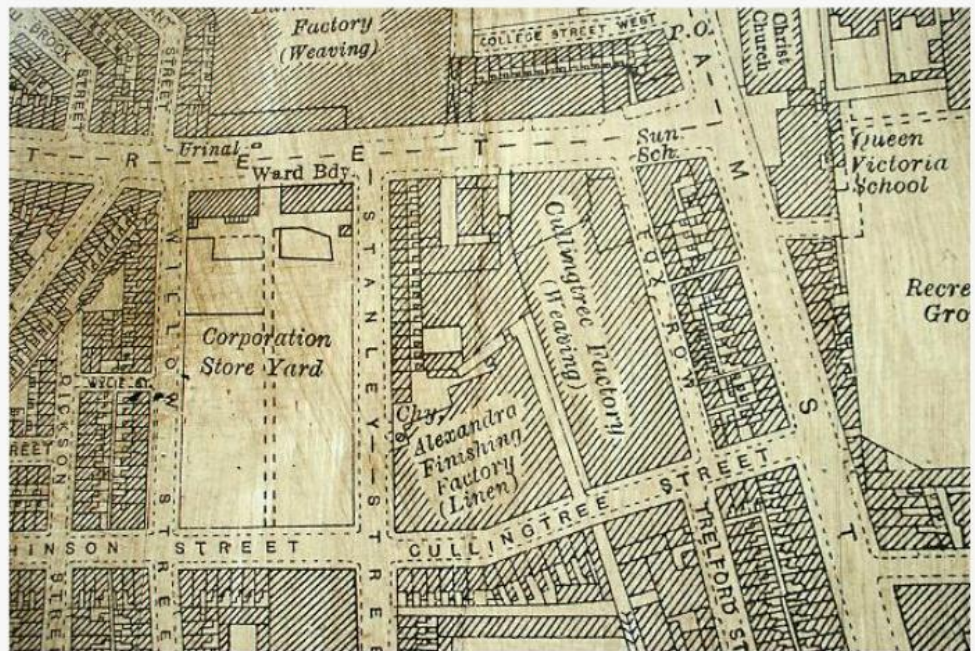


Ideation is building upon ideas to create new concepts and possibilities



Association -  
Ideation

# Example from idea of mapping store contents



Investors  
Wanted

Came idea of creating online shopping list

Running ...

Log to Database

Raw Parsed Statistic Chart

Paused

Remote a...	Remote p...	Remote process name	Transacti...	Isolation mode	Rec version	Lock mode	Read mode	Executio...
127.0.0.1	4496	C:\Program Files\Upscene Productions\Database Workbench 3 Pro\DW3.exe						
127.0.0.1	4496	C:\Program Files\Upscene Productions\Database Workbench 3 Pro\DW3.exe	604	READ_COMMITTED	REC_VERSION	NOWAIT	READ_ONLY	0
127.0.0.1	4496	C:\Program Files\Upscene Productions\Database Workbench 3 Pro\DW3.exe	604	READ_COMMITTED	REC_VERSION	NOWAIT	READ_ONLY	0
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Association -  
Isolation

## Questioning is key: Some questions to ask yourselves

- What business(es) are we really in? Value Add?
  - Why are clients buying/not buying our product/service?
  - What kind of customer experience do people expect?
  - What would customers love to have? Never be willing to pay for?
  - What distribution and alliance strategy increases value for our customers and ourselves?
  - Where are we going to be in 10 years?
  - What do our actual or potential competitors do better than us?
- The more you question the Status Quo, the stronger the organization will be for

it

Questioning

# Look at your business from another point of view

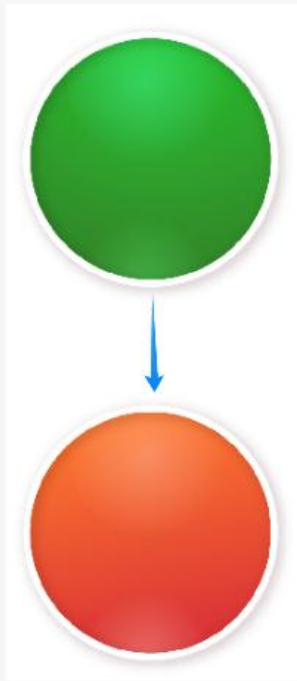
- How would IBM manage our data?
  - How would Disney/P&G do our marketing?
  - How would Southwest Airlines cut our costs?
  - How would Dell redesign our supply chain?
  - How would Rolls Royce design our customer Service program?
  - How would McDonald's manage our employees?
- 
- How are WE doing all of these things?

Do you have teams for and occasions when all the firm's 'sacred cows' are reviewed? No cow should be sacred forever

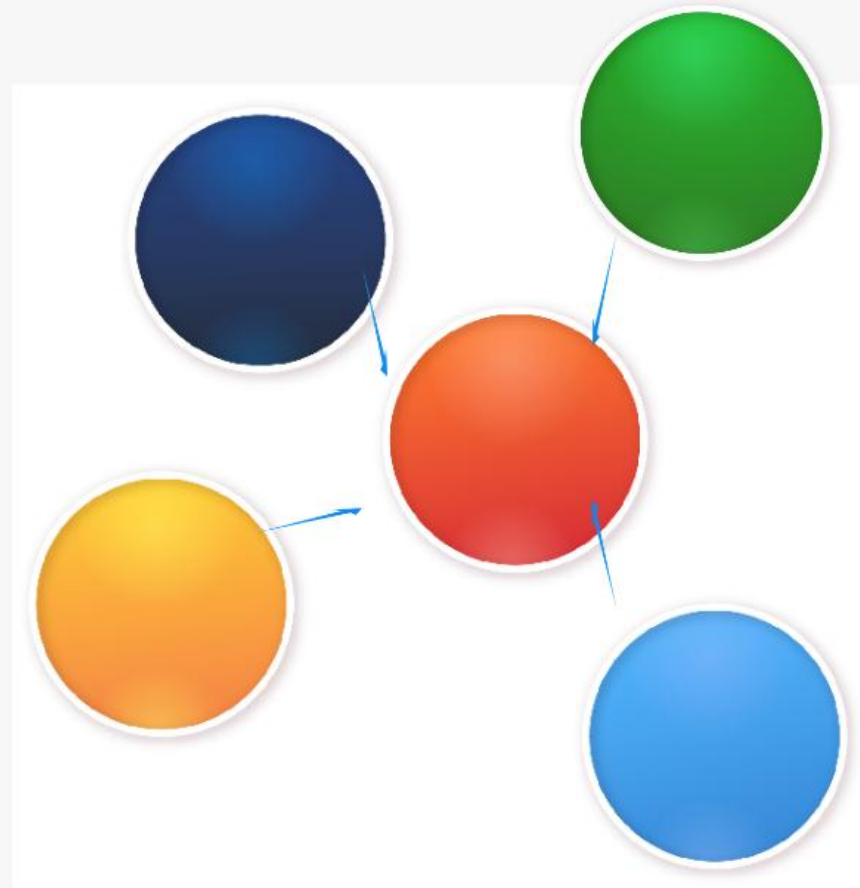
Questioning



Refocusing and moving 'off center' are vital to stimulating creativity



Traditional Viewpoint



Refocused Viewpoints

# Observation is the key to capturing data



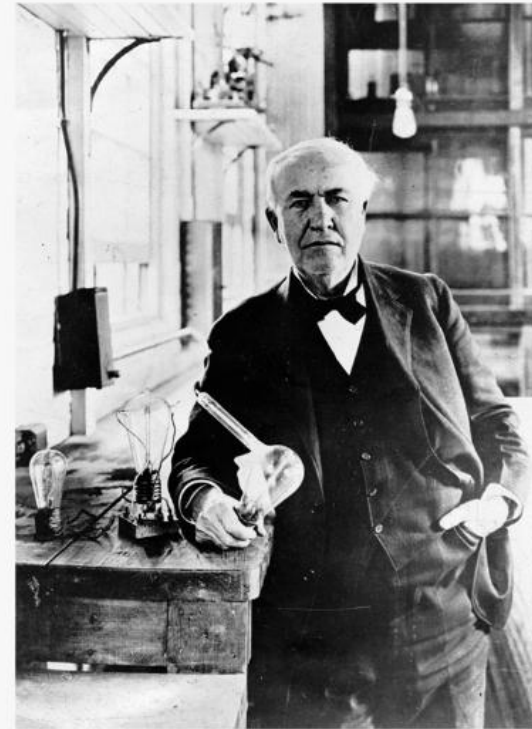
<http://www.valhallabizsolutions.com/management-consulting/valhalla-sales-and-marketing-consultants.html>

- Our Sales Team
  - Observations:
    - Well dressed
    - Young
    - Enthusiastic
    - Confident/Driven
    - Roll up sleeves
    - Culturally diverse
  - What's missing?
    - The old foggie with experience

Observation

# Experimenting is vital to finding the best solutions

- Edison said, "I never quit until I get what I'm after. Negative results are just what I'm after. They are just as valuable to me as positive results."
- "Genius is 99% perspiration and 1% inspiration"



Experimenting



# Experimentation leads to new forms

Guggenheim NYC



Guggenheim Bilbao



Association -  
Experimentation

## Networking - an oft used term - has multiple dimensions - useful in evaluation

- In the modern sense: develop, share and test ideas with others inside and outside the organization to test, refine, and improve them; build your network

Both dimensions enrich ideas and increase the possibility of success

- In a broader sense: view your entire organization and economic ecosystem as a network and visualize the impact your ideas would have on the organization as a whole plus the economic ecosystem it is in

Networking

# Evaluation is important, just AVOID PREMATURE CRITICISM



**...LET IDEAS GESTATE AND MATURE  
ON THEIR OWN**

**....PREMATURE CRITICISM  
TRUNCATES THE CREATIVE  
PROCESS**

**... ELIMINATES VALID IDEAS**

**... MAY THROW OUT THE BABY  
WITH THE BATHWATER**



*You need to have the courage to have patience*

Other tools for creativity

Useful tools for all

Some thoughts on stimulating individual  
creativity

Overly structured  
corporations kill creativity -  
"stay in your lane" is fine  
for traffic cops, but should  
not be heard in company  
meetings

# Let emotions and intuition enrich the process



Reason provides direction



GOAL

Intuition enlightens your judgment



Emotions provide the energy



# Relax - Best ideas come in the Shower is not just a saying..

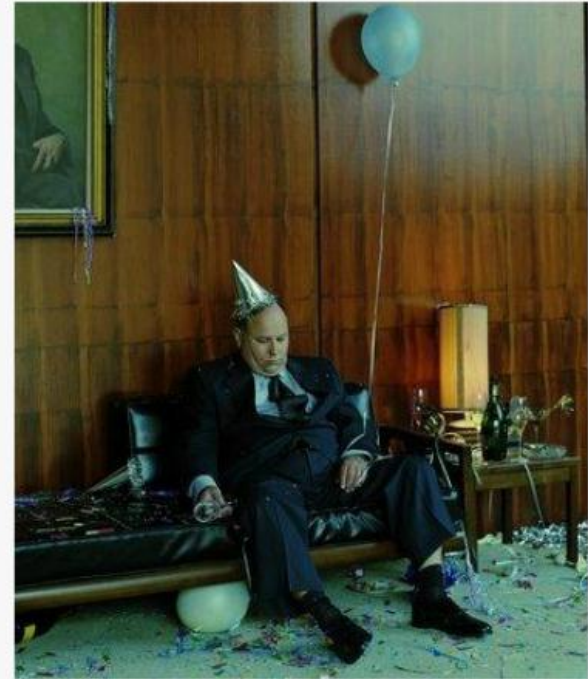
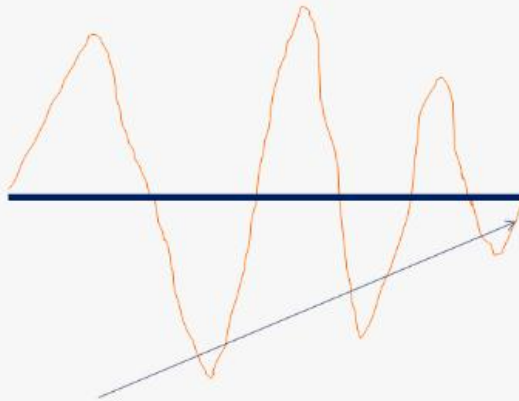
- 'Sleeping on it' puts unconscious areas of our mind to work on the problem which brings up solutions
- For others it is the Shower .... Walking....



# Have fun - creativity is not lineal



**Creativity is not lineal**



But not too much

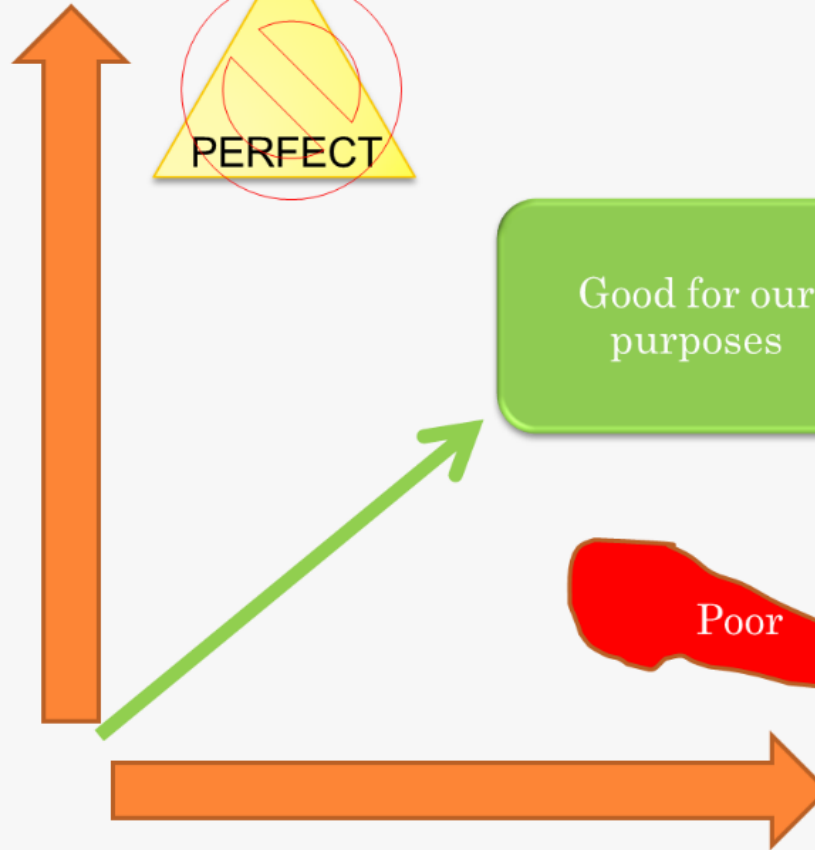


# Forget perfectionism - it kills creativity

QUALITY



EFFICIENCY



# Daydream - let your mind wander into what ifs? And If only?



**At the end of the road there may be a solution.**

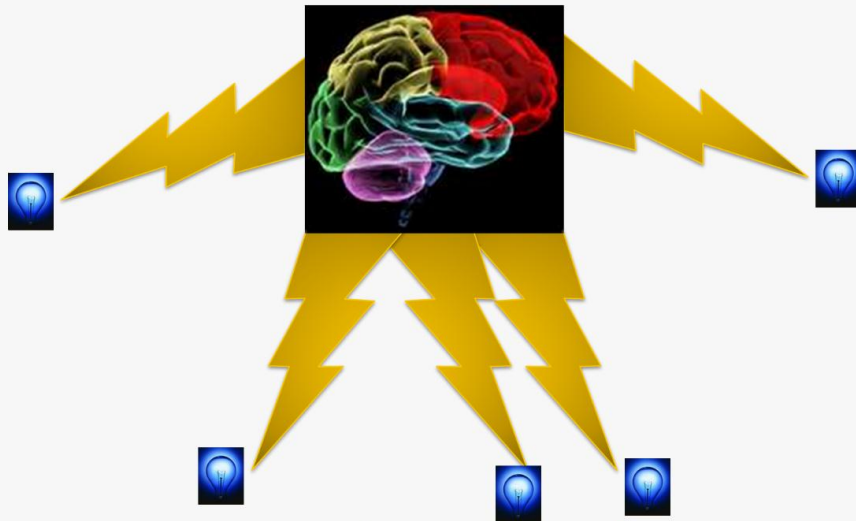
*... and you may be more competitive for it*

Break your routine - in nature, or in the city, do something different to stimulate new points of view....



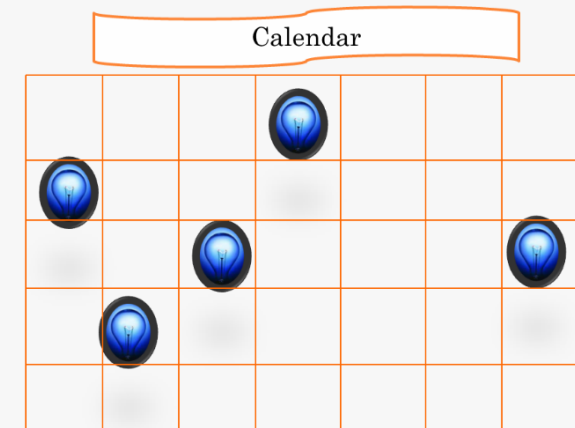
Let your teams wander offsite to explore new ideas and opportunities

Brainstorming - whether alone or in a group - brainstorming is a great way to generate new ideas....



Many great solutions have come from brainstorming sessions

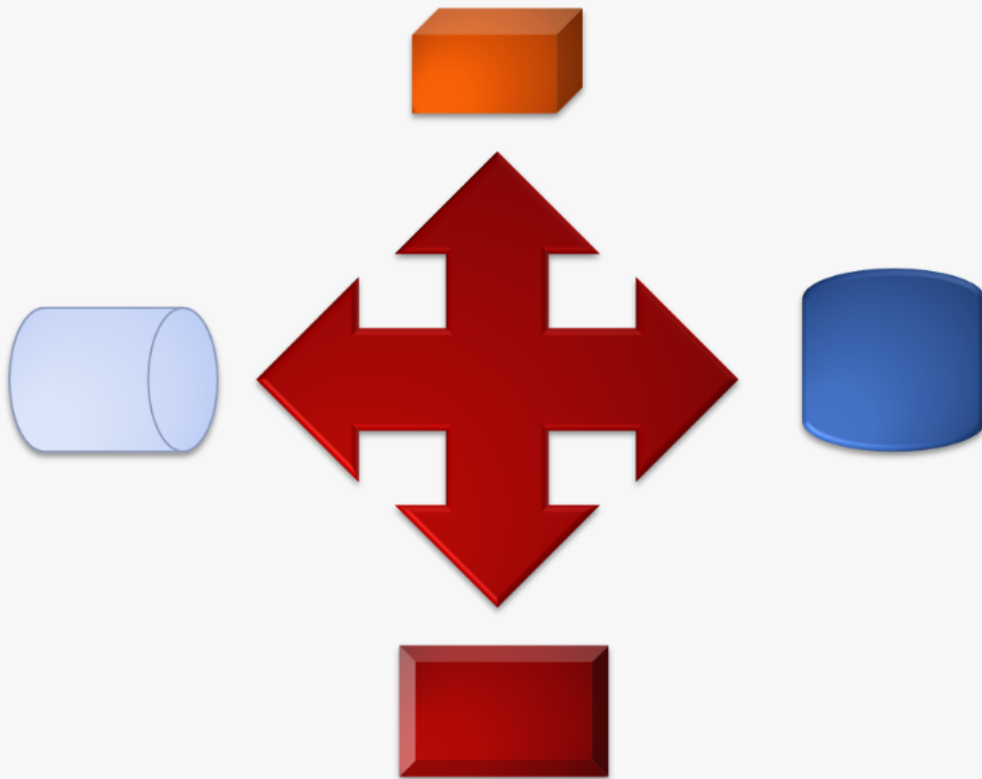
Have no fear! Do it often! - Creativity is not dangerous. Practicing it makes you better.



Note: you do not need a "Date night" to practice creativity

Companies that fear creativity end up fearing their competitors more

Find what works for you - Different strokes for different folks.



Obviously the role of creativity will vary company by company, but - long term - those without creativity disappear

Catch the wave - when you are on a roll  
stay with it!



... when being creative, stay in the  
moment





# Finally... Capture your team's ideas



**– Write them down,  
scribble ...**



**... dictate to  
your  
cellphone...**



**... document your thoughts**

**...just don't lose them**

When you are finished, finish, but if you are not,  
don't put lipstick on a pig

- Unless it is Miss Piggy!

