The Innovation Race: How to Change the Culture to Change the Game

Four key paradoxical challenges that can either frustrate or fuel innovation and develop a sustainable purpose-driven innovation culture to change the game for purpose-driven innovation.
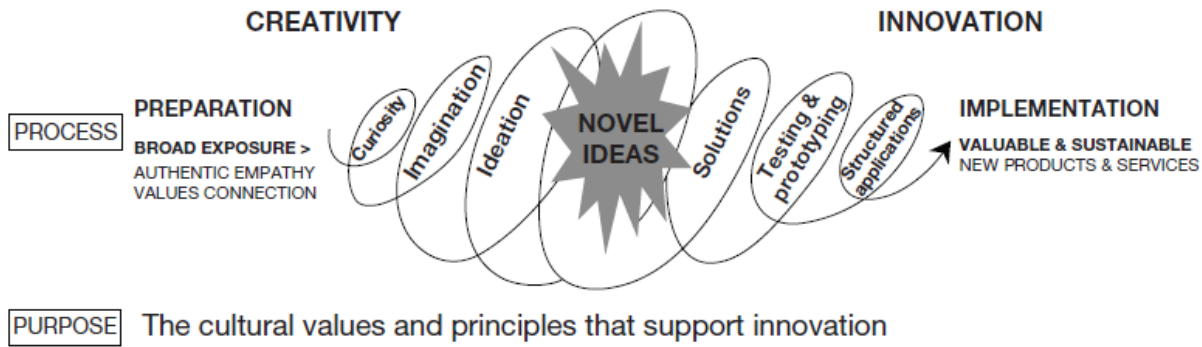

1 LIBERATE: Unlocking a culture for innovation (Paradox 1)

Balancing freedom with structure to ensure there is a strong foundation for innovation and growth. Leaders need to ensure both security and liberty for their teams to provide a safe launchpad for real innovation.

- The value of empowerment
- Beating bureaucracy
- Identifying the focus of growth
- Dealing with 'controlled creativity'
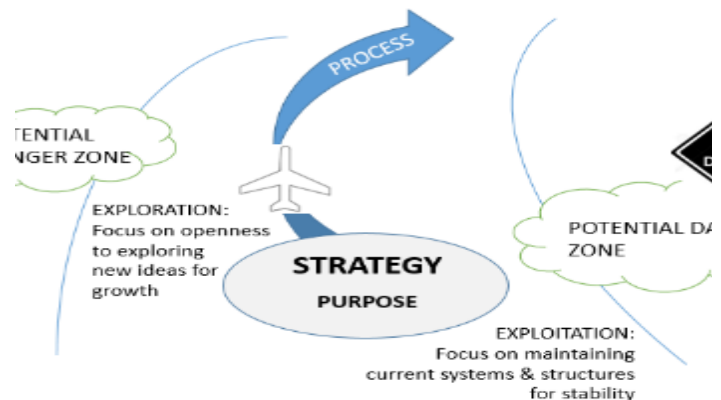- Introducing dual operating systems

- Supporting both 'adapters' and 'innovators'
- The need for *guided freedom*
- Dual operating structure chart

CREATIVITY   INNOVATION

PROCESS | PREPARATION
BROAD EXPOSURE >
AUTHENTIC EMPATHY
VALUES CONNECTION

Curiosity · Imagination · Ideation · NOVEL IDEAS · Solutions · Testing & prototyping · Structured applications

IMPLEMENTATION
VALUABLE & SUSTAINABLE
NEW PRODUCTS & SERVICES

PURPOSE | The cultural values and principles that support innovation

2 INITIATE: Initiating the innovation process through open & diverse connections (Paradox 2)

Ensuring the right conditions with opportunities for both openness and focus are in place for exploring the best possible ideas. Learn the power of proximity and the contagion of conformity. See the mistakes the new "innovation style labs & hubs" typically make and understand why open offices don't always breed innovation. Discover the results you will be able to achieve when you effectively manage autonomy (for more independent ideas) and connected diversity (for a greater range of ideas) in the organization. Learn the secretes for this paradox from Europe's ability to work with the power of adjacent possibilities' and see why cities 10 times larger are 17 times more innovative.

- The value of open connections
- The importance of designing diverse teams and effectively managing diversity
- The need for purposeful proximity
- Creating 'convivial communities' in the office
- Connecting outside the organisation
- Problems with hyperconnection
- The need for *targeted openness*

PROCESS

POTENTIAL DANGER ZONE

EXPLORATION:
Focus on openness to exploring new ideas for growth

STRATEGY
PURPOSE

POTENTIAL DANGER ZONE

EXPLOITATION:
Focus on maintaining current systems & structures for stability

3 MOTIVATE: Motivating individuals & teams for unified solutions (Paradox 3)

Demonstrating the power of collaborative solution finding that also utilizes individual passions and strengths. Learn what happens when the right decision for the individual is the wrong one for the group. If not balanced, the tension between single-minded individualism and community engagement, collaboration and competition tears innovation apart. How do organisations deal with defectors (and when there is no central authority)? What is the role of trust and how can it be nurtured? Discover the secretes cooperative endeavor' and this paradox from the SE Asia region ("Gotong Royong")

- The importance of finding authentic collaborative solutions
- Balancing autonomous and collective approaches
- Maximising both individual performance and team engagement
- Changing performance metrics to include both individual and team elements
- Identifying and working with different innovation leadership styles
- The need for *collaborative engagement*: Prioritisation & solution finding strategy + Team reward plan, + measuring or acceptable behaviors and a team charter, + team balance

4 TRANSFORM: Transforming a culture for implementing innovation(Paradox 4)

Setting up systems and structures that will support sustainable ongoing innovation implementation. The intersection between idealistic optimism on the one hand, and pragmatic resilience on the other, provides an interesting framework for the final stage of the innovation process. Learn about balancing this paradox from the Americans including resilience research from the survivors from Hurricane Katrina, the optimism & ideation mindset behind Silicon Valley, Semco's CEO 'no rule book' leadership, and The Incan Empire flexible approach to farming that allowed them to meet the potential challenges of seasonal and climatic change.

- The importance of finding collaborative solutions
- The power of enabled optimism and resilience
- The crippling effects of learned helplessness
- The need for flexibility and resilience
- Transformation strategies
- Creating ambidextrous organisations
- The need for *grounded flexibility*