great ideas CONFERENCE

unleashing your team's creativity!

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Unleashing Your Team's Creativity!

Lee-Anne McAlear

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@leeannemca

416 419 1551

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Agenda

- The Case for Creativity
- Defining Terms: Creativity and Innovation
- Enabling Team Creativity
- Action planning

- Please have your notebook handy!

3

The Case for Innovation: Today's Environment

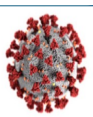
Increased Client Expectations

Challenging Economic Climate

Increased Demand, Staff Shortages

Changing Demographics

Rapidly Advancing Technology



Pandemics, Geopolitical issues, etc

To name a few…

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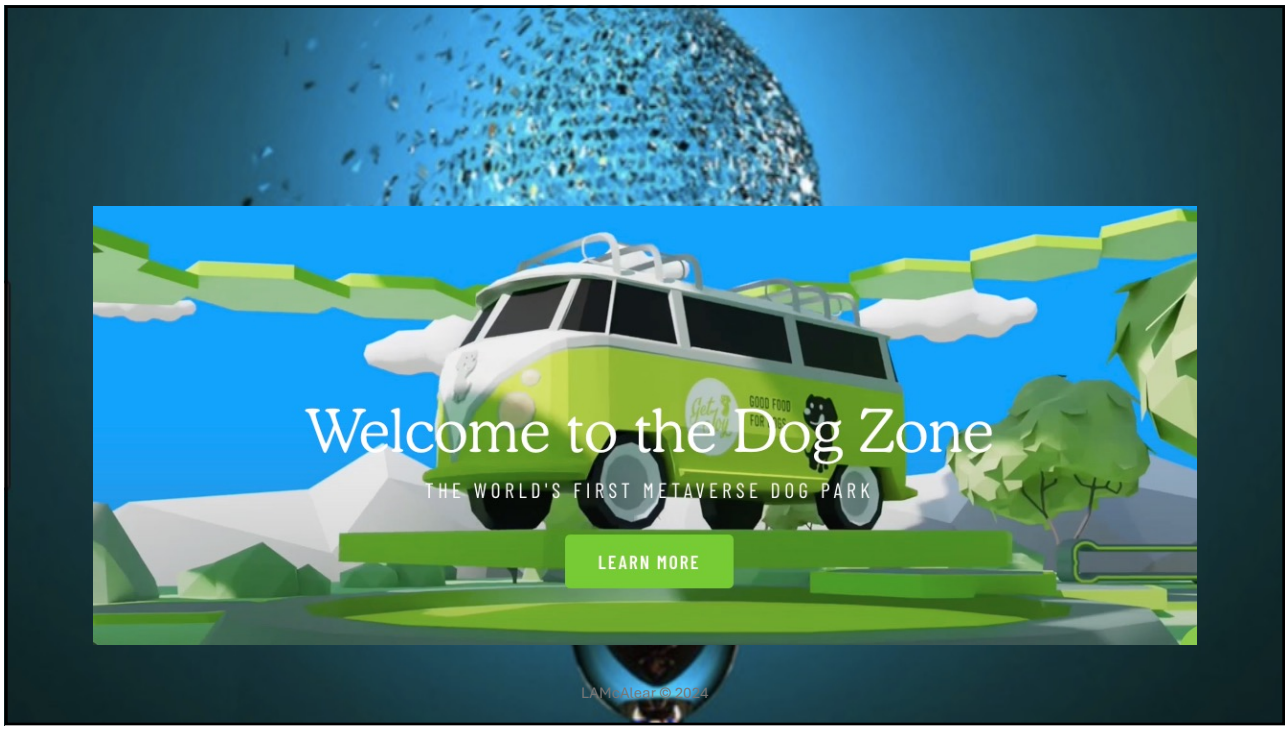
Welcome to the Dog Zone
THE WORLD'S FIRST METAVERSE DOG PARK
LEARN MORE
LAMP Alear © 2024

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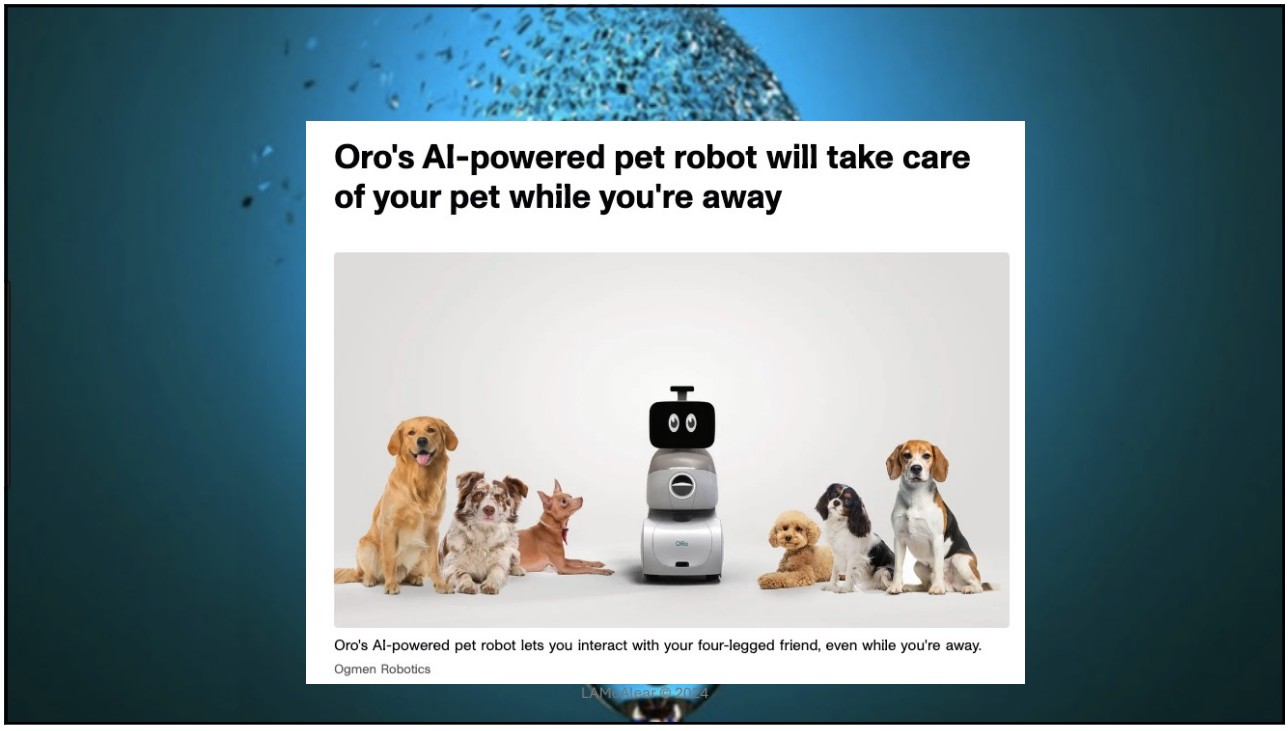
Oro's AI-powered pet robot will take care of your pet while you're away
Oro's AI-powered pet robot lets you interact with your four-legged friend, even while you're away.
Ogmen Robotics
LAMP Alear © 2024

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9

"Companies need to see innovation not as something special that only special people can do, but as something that can become routine and methodical, taking advantage of the capabilities of every employee."

A.G. Lafley, P&G

10

The Future of Jobs, WEF

Some highlights:

- Analytical Thinking & Innovation
- Active Learning (learn, un-learn, re-learn)
- Creativity, Originality & Initiative
- Resilience, stress tolerance & flexibility

11

Future of Jobs: The top soft skills to develop by 2027

1. Creative thinking
2. Analytical thinking
3. Digital literacy
4. Curiosity and lifelong learning
5. Resilience, flexibility and agility
6. Systemic thinking
7. Artificial intelligence and big data
8. Motivation and self-awareness
9. Talent management
10. Service orientation and customer service

12

"The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn and relearn"

Alvin Toffler

Adapted Future Shock

What have you learnt that's new in the last year?

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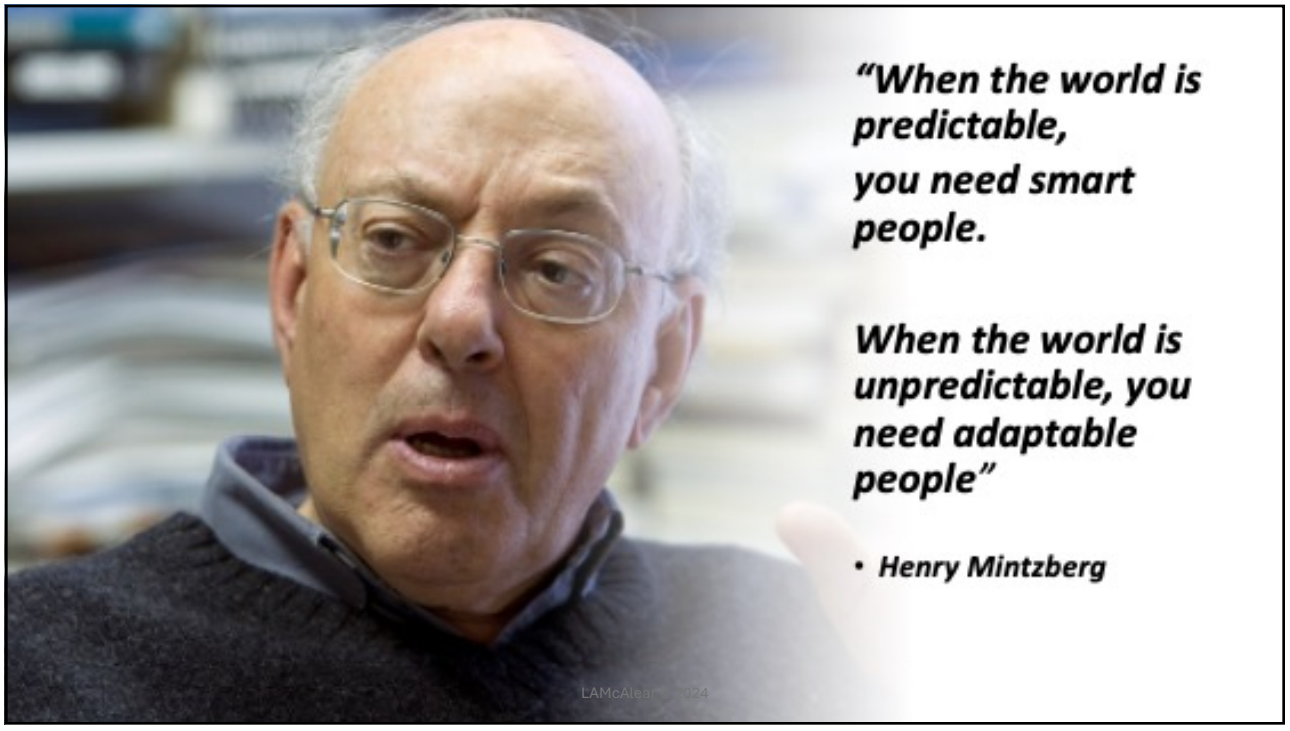

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"It's better to be ready than to have to get ready."

Denzel Washington

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84%
of leaders say innovation is a high priority

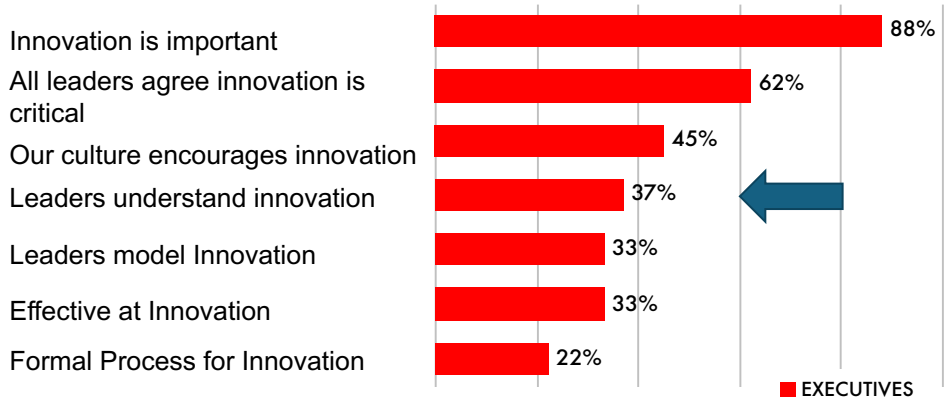
yet

94%
are dissatisfied with their firms' innovation performance

McKinsey Poll, 2018

16

We know innovation is important…



Leger Marketing,
Globe and Mail

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innovation fundamentals define your terms

18

Creativity: The use of imagination to create something new, unique or unexpected

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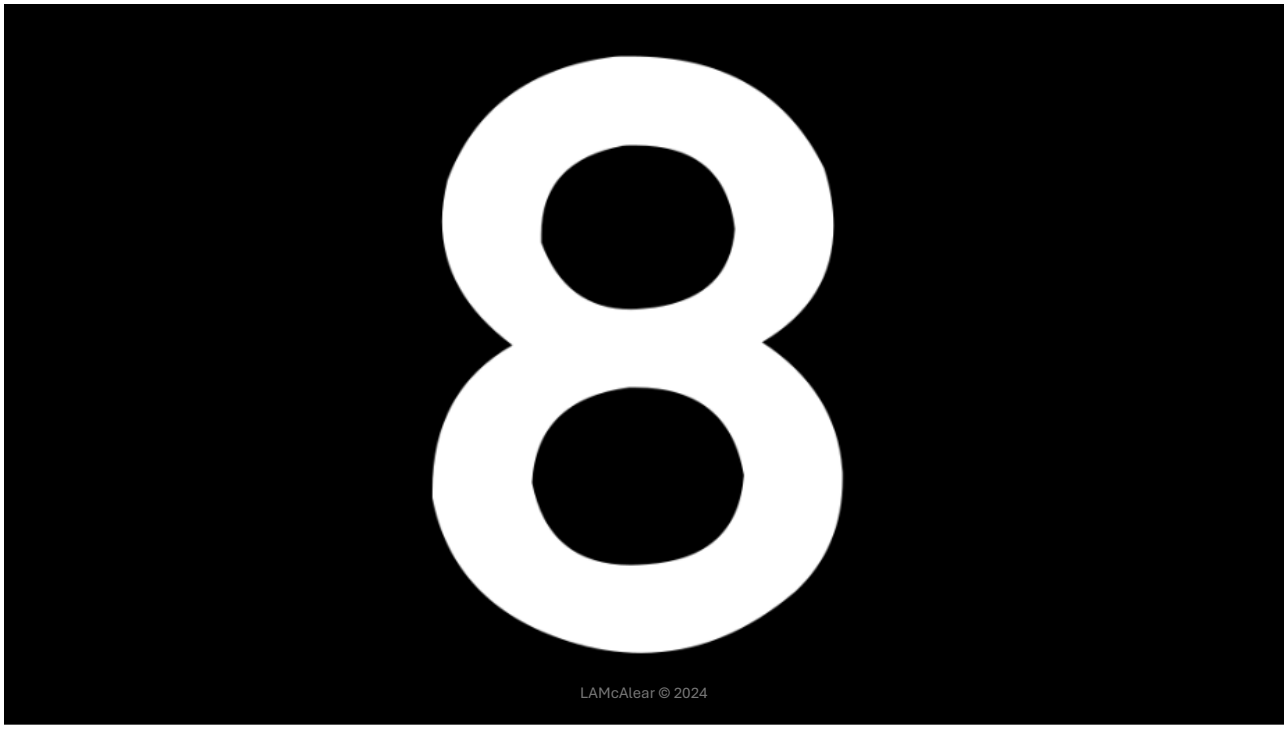

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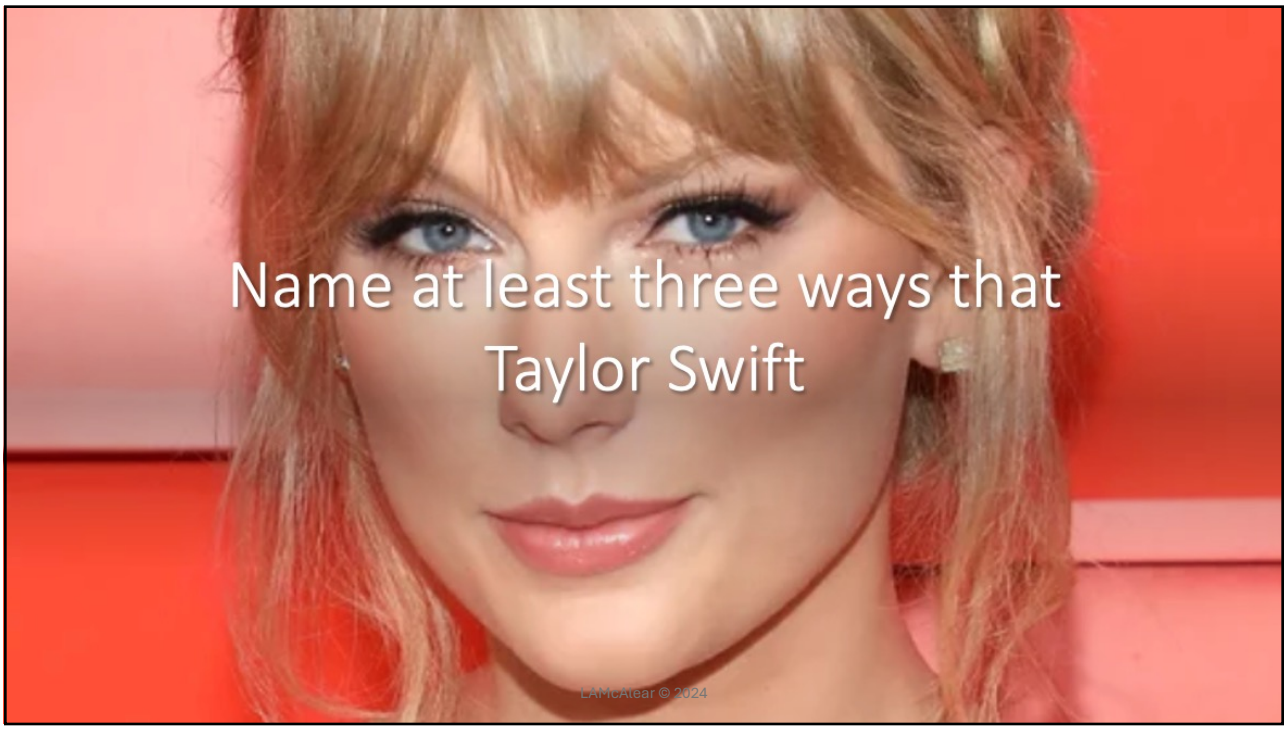

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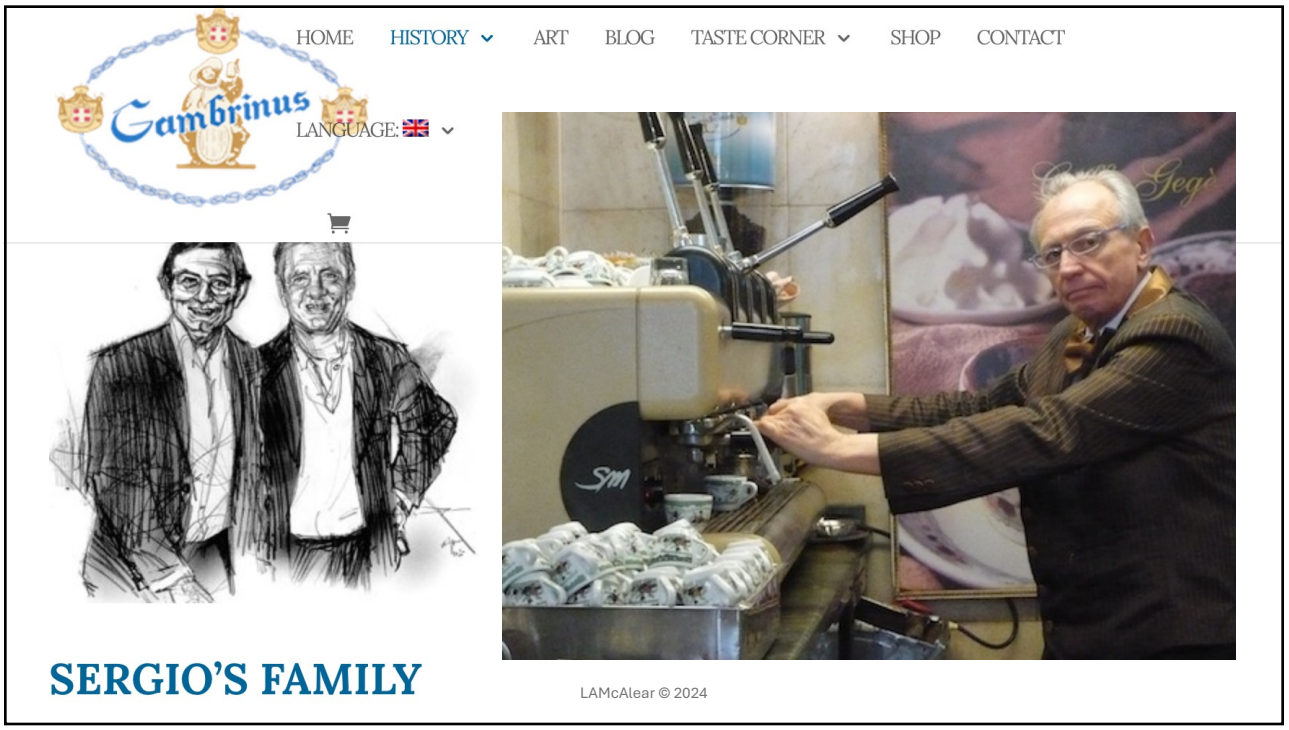
Gambrinus
HOME
HISTORY
ART
BLOG
TASTE CORNER
SHOP
CONTACT
LANGUAGE:
SERGIO'S FAMILY
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STARBUCKS
COFFEE
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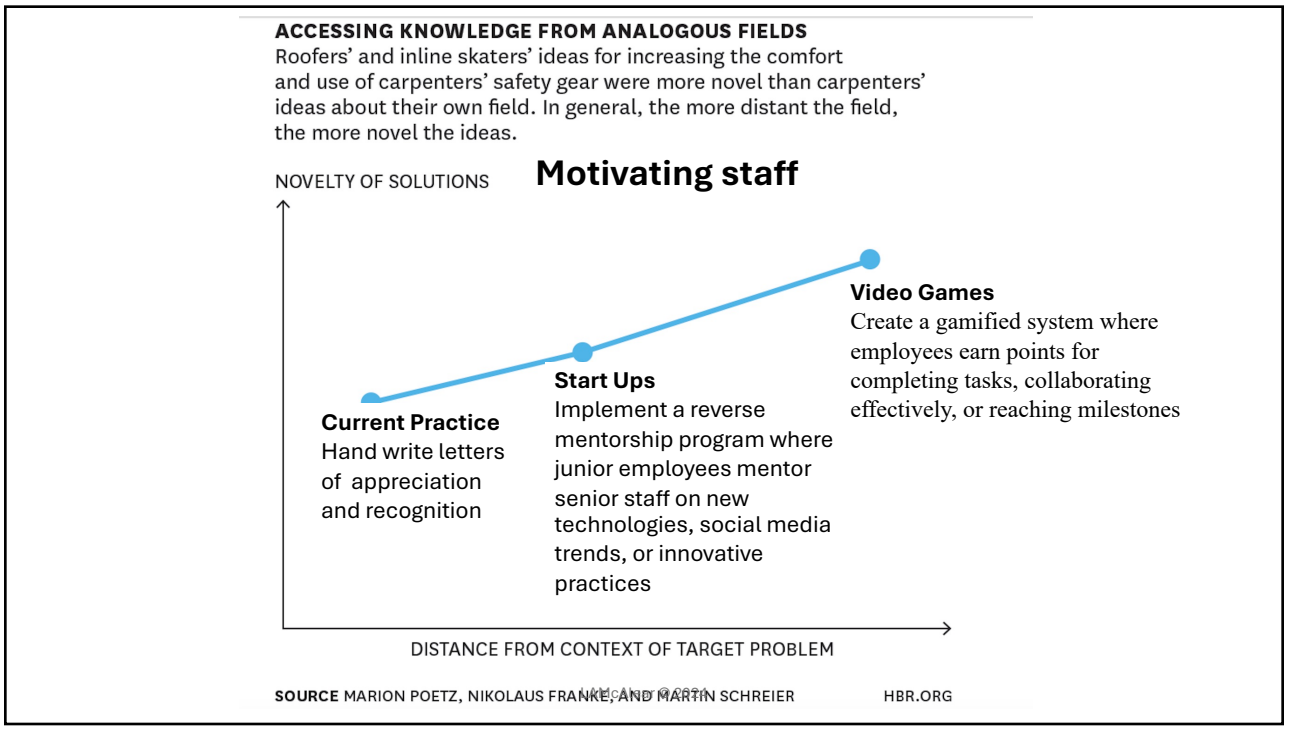

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Creativity: The use of imagination to create something new, unique or unexpected

Innovation: Applied creativity that delivers new value

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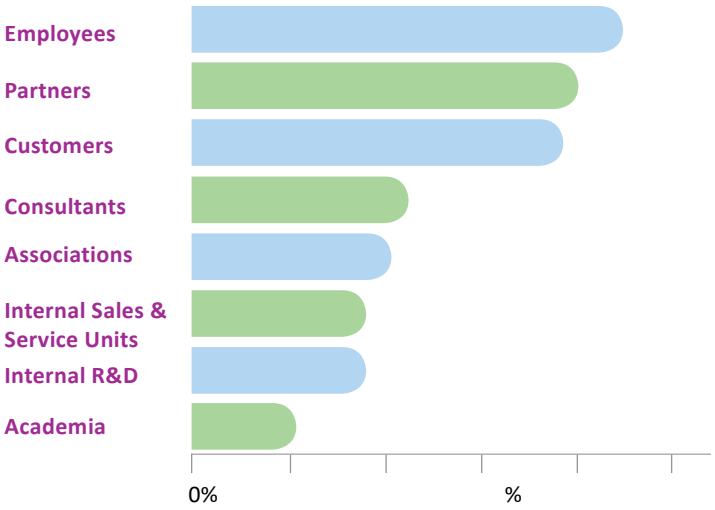
Most Significant Source of Innovative Ideas



IBM, 2020

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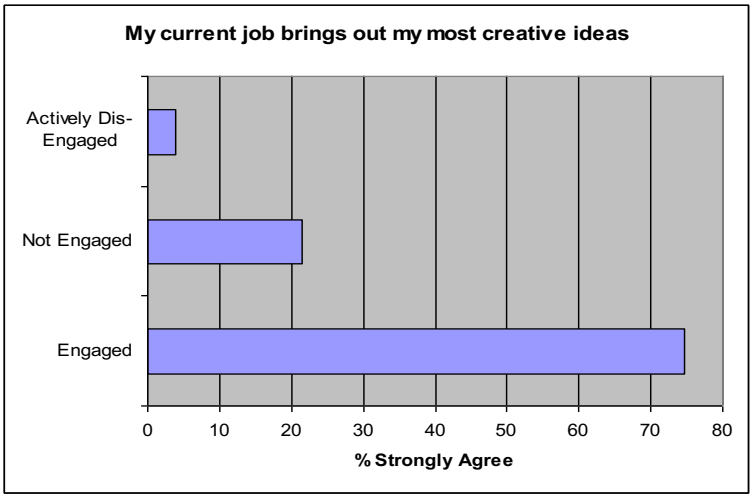
There is a link between employee engagement and creativity:



Source: Gallup Management Journal. October 12, 2006

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Creative Thinking Continuum

Where are you on the continuum?

Better ⟷ **Different**

Where are your team members?

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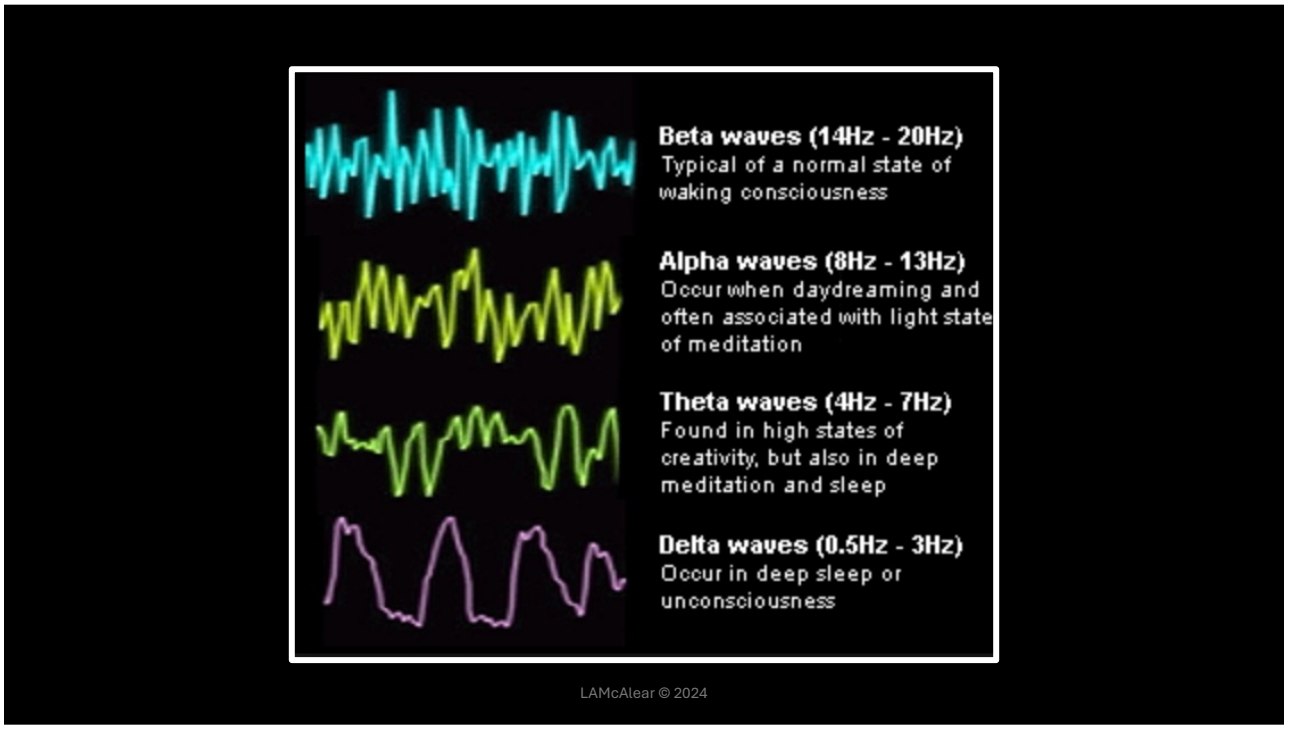

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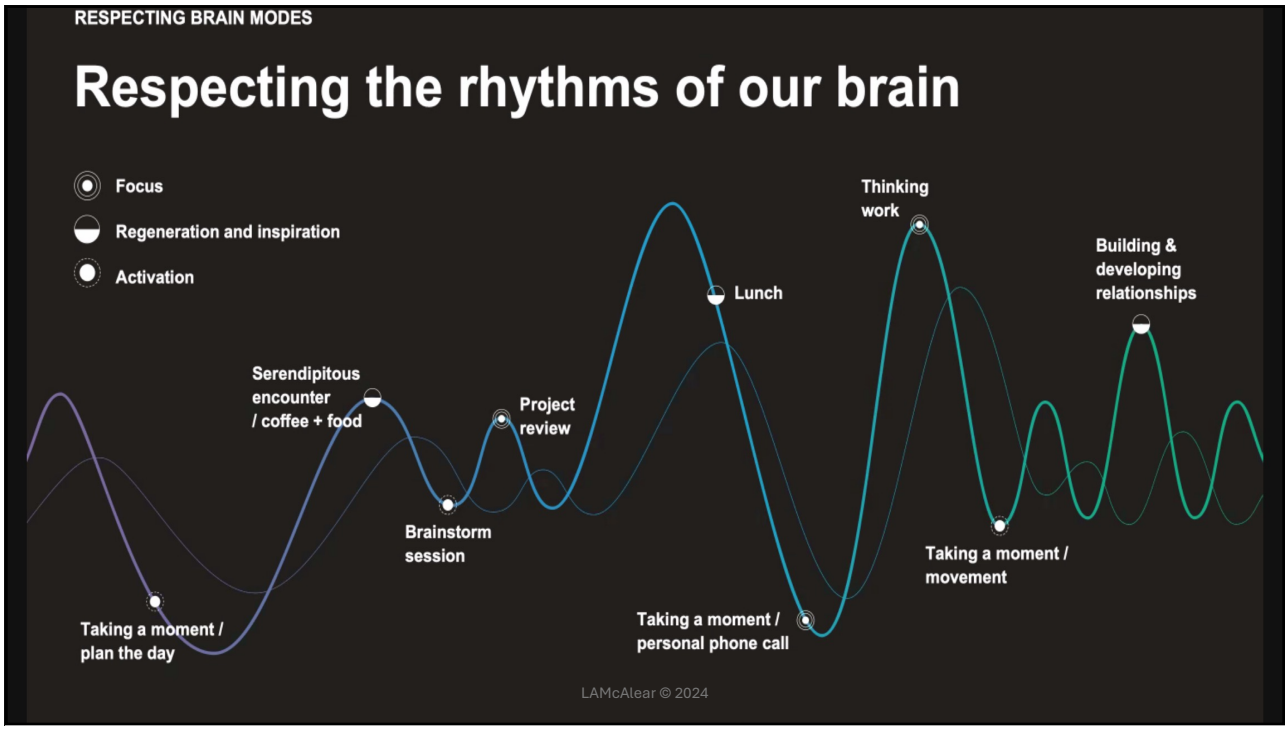

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Creativity:
The use of imagination to create something new, unique or unexpected

Individual

Innovation:
Applied creativity that delivers new value

Team

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innovation fundamentals happens in team

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The Time-Pressure/Creativity Matrix

Our study suggests that time pressure affects creativity in different ways depending on whether the environment allows people to focus on their work, conveys a sense of meaningful urgency about the tasks at hand, or stimulates or undermines creative thinking in other ways.

Likelihood of Creative Thinking	Time Pressure: low	Time Pressure: high
high	Creative thinking under low time pressure is more likely when people feel as if they are **on an expedition.** They: • show creative thinking that is more oriented toward generating or exploring ideas than identifying problems. • tend to collaborate with one person rather than with a group. **EXPEDITION**	Creative thinking under extreme time pressure is more likely when people feel as if they are **on a mission.** They: • can focus on one activity for a significant part of the day because they are undisturbed or protected. • believe that they are doing important work and report feeling positively challenged by and involved in the work. • show creative thinking that is equally oriented toward identifying problems and generating or exploring ideas. **MISSION**
low	Creative thinking under low time pressure is unlikely when people feel as if they are **on autopilot.** They: • receive little encouragement from senior management to be creative. • tend to have more meetings and discussions with groups rather than with individuals. • engage in less collaborative work overall. **AUTOPILOT**	Creative thinking under extreme time pressure is unlikely when people feel as if they are **on a treadmill.** They: • feel distracted. • experience a highly fragmented workday, with many different activities. • don't get the sense that the work they are doing is important. • feel more pressed for time than when they are "on a mission" even though they work the same number of hours. • tend to have more meetings and discussions with groups rather than with individuals. **TREADMILL**

Creativity Under The Gun, HBR

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How can we move from feeling we are on a a treadmill or on autopilot to being on an expedition or on a mission?

So… key actions:

- Give your people the challenge ahead of time
- Ensure they feel the work is important
- Protect dedicated time for them

https://hbr.org/2002/08/creativity-under-the-gun

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The universal creative process

Clarify the Challenge | Generate Ideas | Develop Solutions | Implement Action

FourSight model: D. Nielsen and S. Thurber 2011, based on G. Puccio and B. Miller 2003

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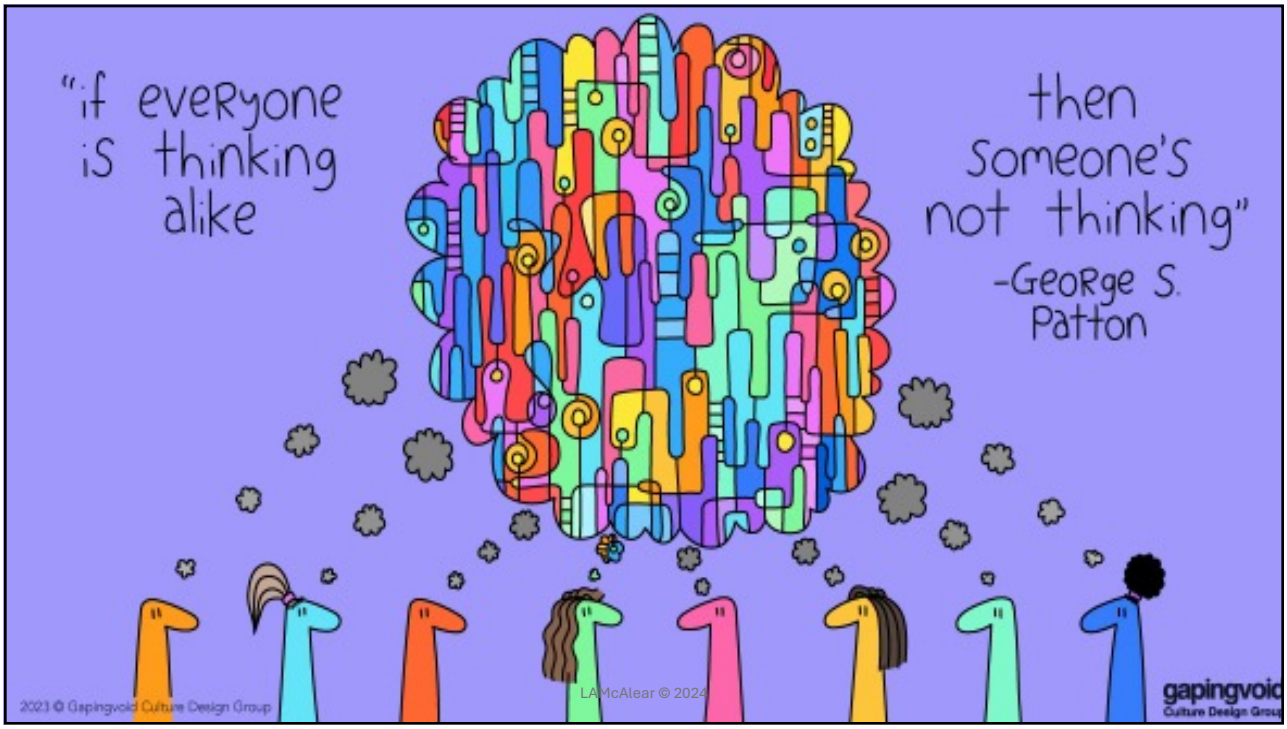

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Everyone is Creative

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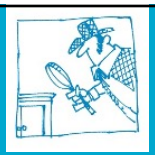
So, what's a Clarifier?



- Enjoys exploring the challenge and opportunity
- Likes to examine details
- Wants a clear understanding of the issue
- Prefers a methodical approach to solving problems
- Not quick to move to solutions
- May over analyze & not move forward

Are:
focused, methodical, orderly, deliberate, serious, organized; may analyze to the extreme and not move forward

Annoy others by:
asking too many questions, pointing out obstacles, identifying areas that haven't been well thought out, overloading people with information, being too realistic

FOURSIGHT

40

Clarifier

Is this your creative preference?

_____

Which team member/s?

_____
_____
_____

41

So, what's an Ideator?

- Looks at the big picture
- Toys with ideas and possibilities
- Stretches the imagination
- Takes an intuitive approach
- Thinks in more global terms
- May overlook the details

Are:

playful, imaginative, social, adaptable, flexible, adventurous, independent; may overlook the details

Annoy others by:

drawing attention to themselves, being impatient when others don't get their ideas, offering ideas that are too off-the-wall, being too abstract, not sticking to one idea

FOURSIGHT

42

Ideator

Is this your creative preference?

_____

Which team member/s?

_____
_____
_____

43

So, what's a Developer?

- Puts together workable solutions
- Plans steps to implement an idea
- Analyzes and compares potential solutions
- Examines the pluses and minuses of an idea
- May get stuck in developing the perfect solution

Are:
reflective, careful, pragmatic, planful, patient, dedicated, discerning; may get stuck in developing the perfect solution

Annoy others by:

being too nit-picky, finding flaws in others' ideas, getting locked into one approach

FOURSIGHT

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Developer

Is this your creative preference?

_____

Which team member/s?

_____
_____
_____

45

So, what's an Implementer?

- Gives structure to ideas
- Brings ideas come to fruition
- Focuses on workable solutions
- Takes the 'Nike' approach ("Just do it")
- May leap to action too quickly

Are:

persistent, decisive, determined, assertive, action-oriented; may leap into action too quickly

Annoy others by:

being too pushy, readily expressing their frustration when others do not move as quickly, overselling their ideas

FOURSIGHT

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Implementor

Is this your creative preference?

_____

_____

Which team member/s?

_____

_____

_____

_____

47

So, what's an Integrator?

- Easily relates to each preference
- Even energy across four preferences
- Concerned about group harmony
- Bridges style differences and plugs gaps
- May lose own voice to accommodate team

Are:

accommodating, team players, aware of big picture

Annoy others by:

not speaking up and just going with the flow

FOURSIGHT

48

Integrator

Is this your creative preference?

_____

Which team member/s?

_____
_____
_____

equal energy to

clarify + ideate + develop + implement

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Preference does not equal ability

50

FourSight® Strategies

Give high clarifiers...
Order, facts, an understanding of history, access to information, permission to ask questions

Give high ideators...
Room to be playful, novelty, variety and change, the big picture

Give high developers...
Time to consider the options, room to evaluate, a chance to develop ideas

Give high implementers...
The sense that others are moving just as quickly, a sense of control, timely responses

51

Strive for Diversity

What kind of thinker are you?

How do you contribute to your team?

What about your teammates? Your partners?

Clarifiers	Ideators	Developers	Implementers
Pinpoint the problem to solve	Come up with new ideas	Refine ideas into strong solutions	Put the plan into action

FOURSIGHT

FourSight model: D. Nielsen and S. Thurber 2011, based on G. Puccio and B. Miller 2003

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You, Your Team and Preferences

name	clarifier	ideator	developer	implementor	think better	think differently	How can we make the best of these strengths?

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Key Take Aways

My Action Plan

_____
_____
_____
_____
_____
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_____

Definitions

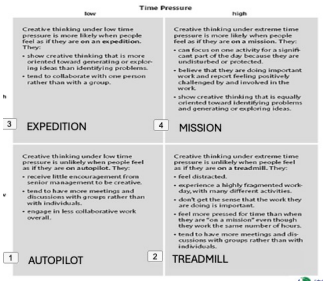
Creativity: The use of imagination to create something new, unique or unexpected

Innovation: Applied creativity that delivers new value

Individual

Team

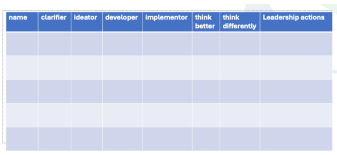
Time/Creativity



Creative Continuum

Creative Preferences

Team Composition



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design thinking in action!

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Design Thinking in Ation!

Lee-Anne McAlear

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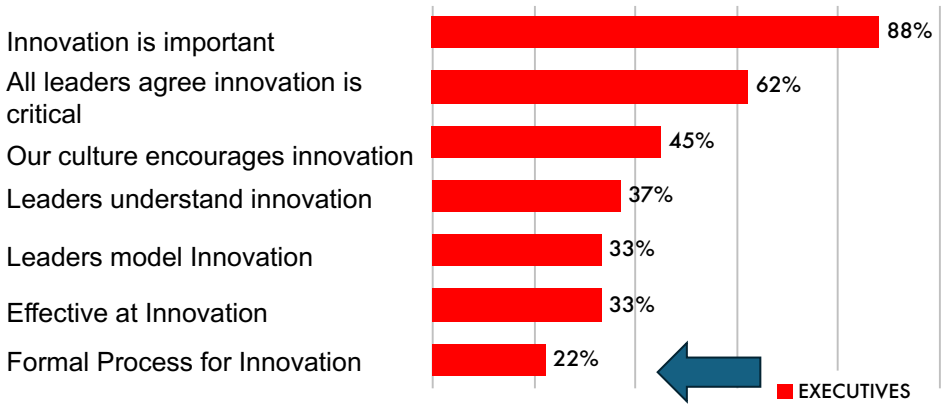
Agenda

- The Power of a Process
- The Case for Design Thinking
- The 5 Step Design Thinking Process
- The Differentiators: Empathy and Prototyping
- Action Planning

3

We know innovation is important…



Leger Marketing, Globe and Mail

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Two Innovation Processes

- Universal FourSight © Innovation Process

- Design Thinking Innovation Process

5

What is Design Thinking anyway?

6

A Changing Approach to Innovation

TRADITIONAL APPROACH	DESIGN THINKING APPROACH
Solution centered	Human centered
Based on thinking and planning	Based on informed trial & error
Avoid failure	Fail fast (and cheaply) and learn
Rigorous analysis	Rigorous testing and validation
Arms-length customer research	Deep customer observation
Project-based	Continuous iterations
Focus on functionality	Focus on delivering an experience

Adapted from the Stanford d-school

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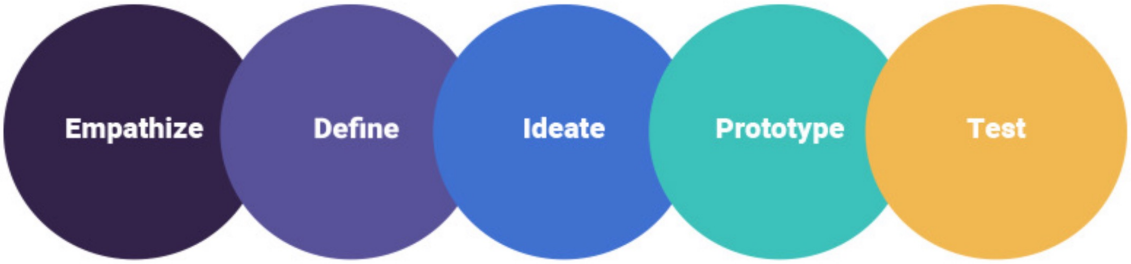
The Design Thinking Framework



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Who is my user? What matters to this person?

Create a point of view that is based on user needs and insights.
What are their needs?

Brainstorm and come up with as many creative solutions as possible.
Wild ideas encouraged!

Build a representation of one or more of your ideas to show to others.
How can I show my idea?

Share our prototype with your original user for feedback and iteration.
What worked? What didn't?

Adapted from the Stanford d-school

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Summary Video of Steps (to 3.10)

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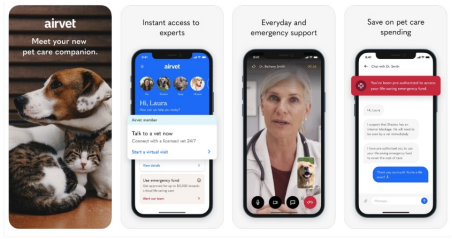
Design Thinking can be applied to all parts of your business

Product & Service Innovation
What and how you design for others

Organizational Innovation
What and how you design for yourselves



On-demand veterinary care at your fingertips. Credit: Screenshot: airVet Inc.

11

Six Types of New Value- Transform through Questions

How can we tweak our business model and find new revenue streams?

How can we market to underserved clients?

How can we make our processes easier for ourselves and our clients?

Where can we add value internally for our employees?

Where do clients want or need a product that doesn't exist yet?

How can we improve the user-centered experience?

12

Design Thinking for Onboarding ft. IBM

May 26 2021 | Duration: 56 mins

13

Results of IBM's Design Thinking Practice

Benefits And Costs

IBM's Design Thinking practice cuts costs by accelerating projects:
$20.6 million

IBM's Design Thinking practice reduces risk and increases portfolio profitability:
$18.6 million

2x
Faster time-to-market

75%
Reduced design time

33%
Reduced development time

Executive Education Centre

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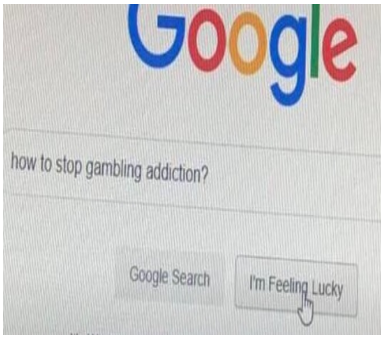
Design created independent of the user!



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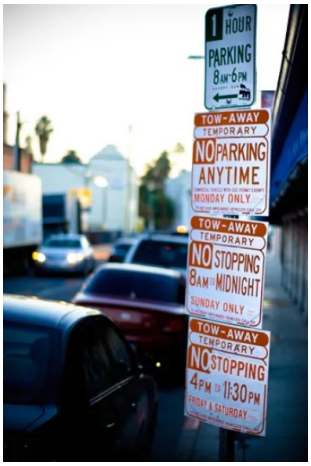
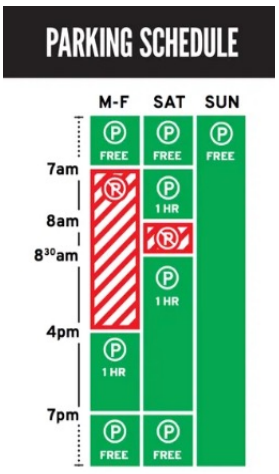


good design



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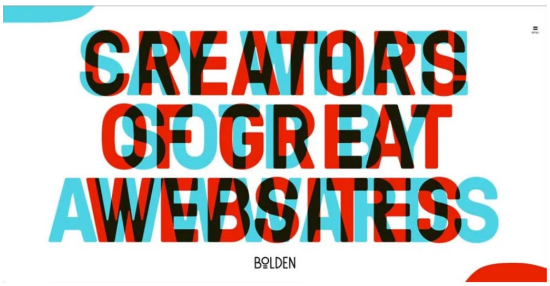
bad design



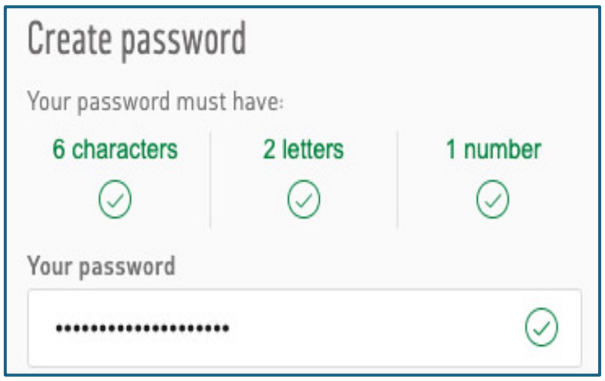
good design

17

good design

18

Good design



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How important is design?
https://www.youtube.com/watch?v=HubZInAs0-A

20

How important is design?

The Washington Post
Democracy Dies in Darkness

Subscribe Sign in

Two-thirds of schools struggle with high absenteeism after pandemic

The crisis is impeding attempts to reverse the learning loss students experienced

By Donna St. George

October 12, 2023 at 2:58 p.m. EDT

21

How important is design?

How might we help students feel seen, welcomed and engaged?

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Design Thinking Demands a New and Better Way of Creating Value

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Design Thinking is an innovation methodology.

It is designing with the user in mind!

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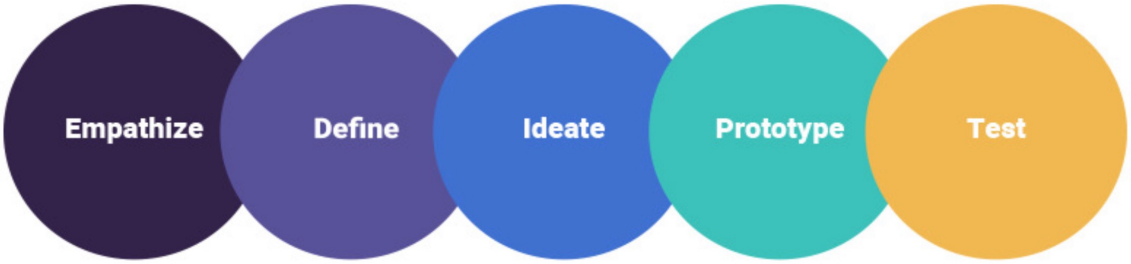
The Design Thinking Framework



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Share our prototype with your original user for feedback and iteration.
What worked? What didn't?

Adapted from the Stanford d-school

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"**People don't want** a quarter inch drill, they want a quarter inch hole."

Theodore Levitt (Economist & Professor at HBS)

26

What do people really want?

Empathy helps us see they want to attach a picture to a wall and move it with confidence without wrecking the wall

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About Step 1: Empathize

- **Empathize: to understand another person's feelings and experiences**
- To truly empathize it's necessary to:
  - **Observe**: How users "actually behave" vs. how they think they behave or might behave in the future
  - **Engage**: In 'conversation' by asking them to share their experiences and emotional responses
  - **Immerse**: Into their lives to see and experience more deeply their behaviours, thoughts and feelings
  - **Expand:** Your perspective by exploring those who have a range of relationships with the subject matter

Adapted from the Stanford d-school

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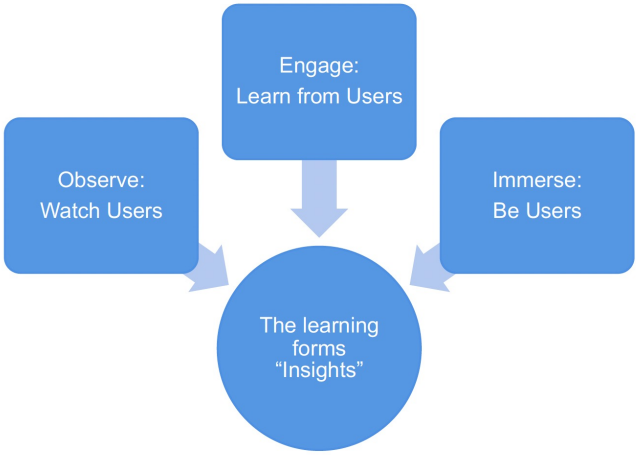
Empathize - Where to Look for User Insights



Adapted MM Consulting

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Observe your users in action

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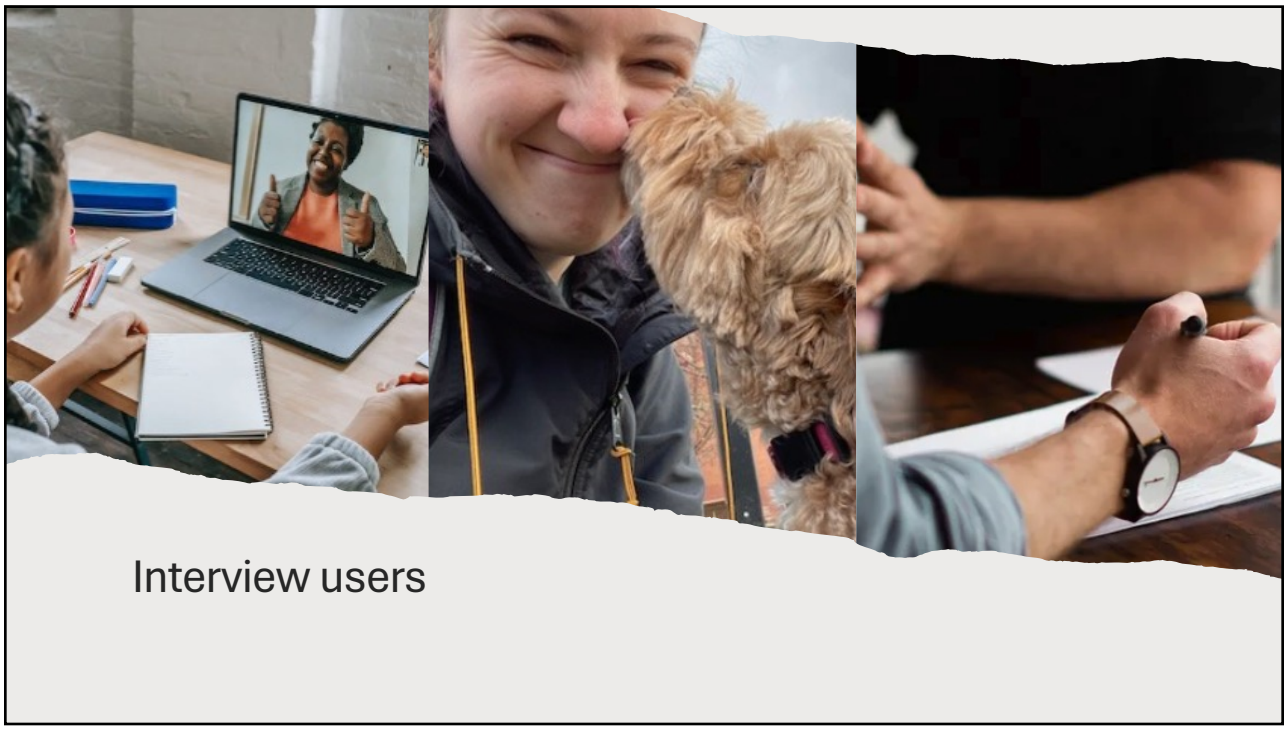

Interview users

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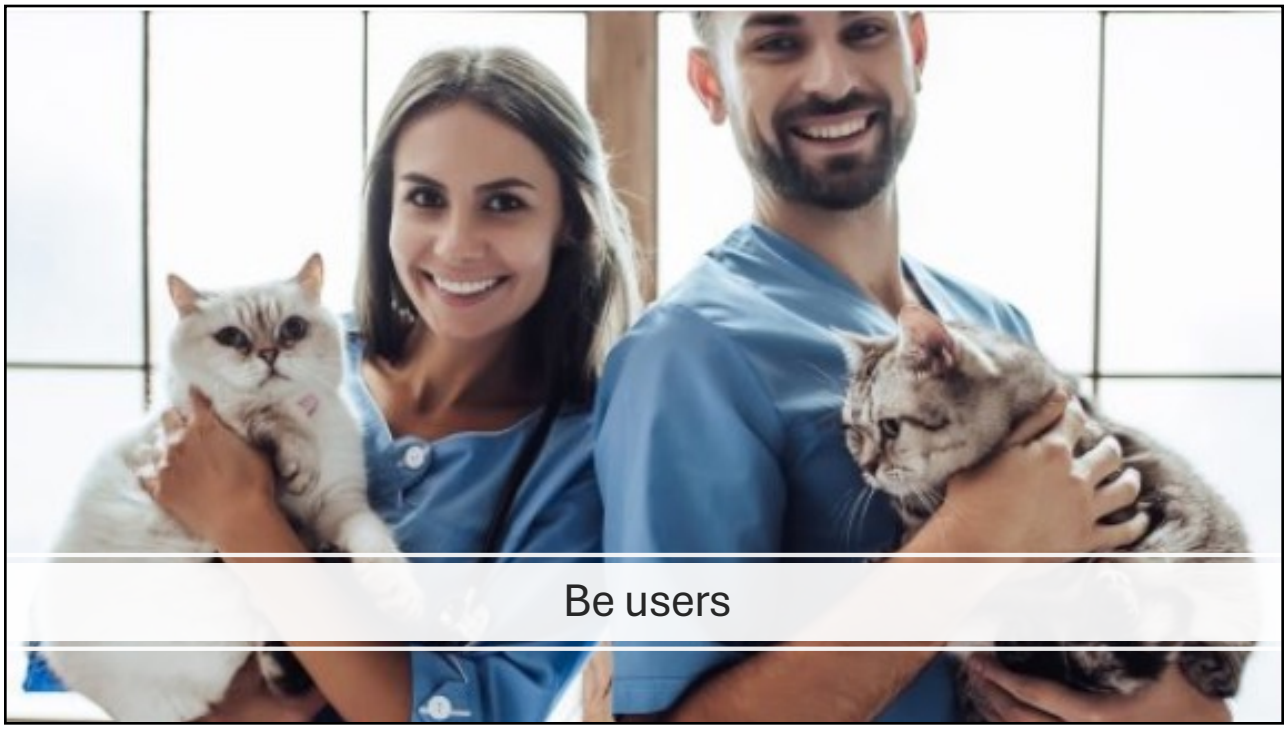


Be users

32

Some ways to build empathy

OBSERVE Learn about them	ENGAGE Learn from them	IMMERSE learn by being with them
Data from customer-facing staff	Surveys	Shadowing
Existing research	Customer groups	Involved in communities
Observation	Interviews	Role Play
Self-reflection	Focus Groups	Take a pet to a different vet

What's a challenge you have?

_____

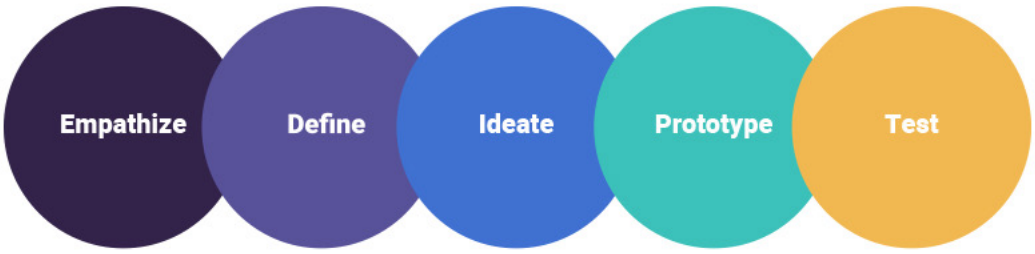
How might you empathize with your users to discover more?

_____

33

Your Task – Work/Life Balance

Everyone is struggling with balance in their life in some way. Your task is to redesign/offer suggestions to improve your partner's work-life balance – whatever that means to them. You want to offer suggestions that are meaningful and useful



Behaviours to practice:

- Build connections with people for whom you are designing
- Be curious
- Ask open-ended questions
- Avoid asking yes/no questions
- Listen
- Observe non-verbal expressions and other cues
- Defer judgment while you gather data
- Test your hunches with more questions
- Lean in to learn

Adapted MM Consulting

34

Design Thinking Requires Different Behaviours

Honour the user

Leverage perspectives
Collaborate!

Be curious

Experiment and learn
Prototype, Test, and Iterate!

Follow the process

Have the right mindset

Adapted from the Stanford d-school

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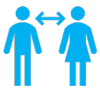
Process

1 **Empathy**		Interview each other
2 **Define**		Summarize what you learned Create multiple "ideas" to test
3 **Ideate**		Get feedback on the ideas
4 **Prototype**		Create one last idea to present
5 **Test**		Present your final solution

Adapted MM Consulting

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Empathy

Breakout time – Total 8 minutes

Interview:

Person A to interview B - 4 mins

Person B to interview A - 4 mins

37

Step One, Empathy:

Learn about the audience for whom you are designing

Interview (4min x 2 = 8 min)

Build rapport, introduce yourself. Explain the process

- Talk to me about your work-life balance? What is going well? What areas are not?
- Describe your typical workday
- What do you want to get out of work? (Paycheck, deliver value, help people, recognition, promotion…)
- What are your biggest challenges?
- What is important about the balance between the many aspects of your life? Why is that?

Capture answers!

Adapted MM Consulting

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Step 2: Define

Define the opportunity by:

- Sensemaking of all the data: user insights about functional and emotional needs combined with the greatest opportunity areas
- Reframing opportunities into challenge statement for ideation
(e.g. “How might we...?”)

Outcome:

Succinct challenge statements to guide ideation

Adapted from the Stanford d-school

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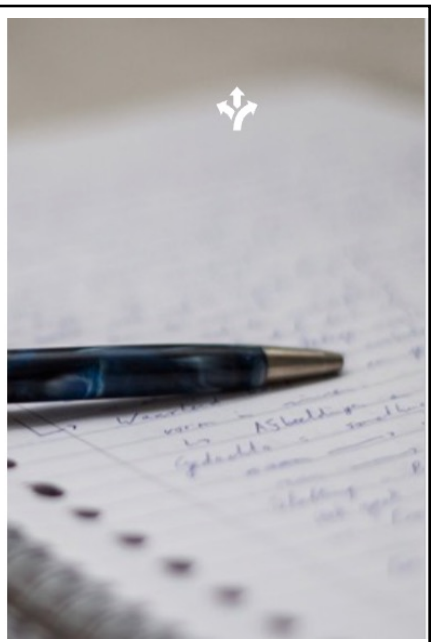
About Step 2: Define

- Empathy findings are unpacked to synthesize and make sense of compelling functional **and** emotional needs
- Helps us focus on better understanding of problem, in order to gather data, to define specific solvable problems
- Leads to clearer problem definition, which is fundamental to developing a solution
- The problem must be fully explored and identified before solutions are discussed, otherwise opportunities can be constrained



Adapted from the Stanford d-school

40

Question: How do we ensure people sit apart?

Traditional response to social distancing



Insight: After months (or years) of being apart, people want to connect

Adapted MM Consulting

41

How might we create seating that separates people but connects them emotionally?





Adapted MM Consulting

42

Insights about your User

Examples:

- John wants to feel connected at work and home but he always feels rushed and unprepared
- Susan wants to feel like her work and her family are both taken care of. Right now she feels incompetent in both areas
- While Jorge appreciates his flexible work hours, he often feels like he is missing critical information. He then feels he has to spend time catching up.
- Arya loves her work but its all the paperwork that drains her
- The clinic now wants Nikolas staying late 3 times a week. This has added hours onto his workday. He feels he is shortchanging his family.

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Step 2 Define: Create a point of view that is based on user needs and insights.
What are his/her needs? What job does he/she want a solution to do?
(5 minutes working alone quietly)

What is this person trying to achieve? What are his/her goals/wishes?	What insights are there about his/her motivations and feelings?
	Did you discover anything he/she doesn't know or cannot articulate?

My insights:

(Who) _____ wants/needs a way to *(what)* _____

_____

because *(why it is important)* _____

_____.

Adapted from the Stanford d-school

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Step 3: Ideate

Generate ideas to:

- Provide a range options to solve your challenge – evolutionary to revolutionary
- Harness the creative power of the team
- Discover new areas in the process
- Diverge then converge on the most powerful ideas for exploration

Outcome: Selected ideas for prototyping and further exploration

Adapted from the Stanford d-school

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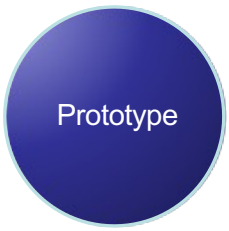
Step 4: Prototype



Build your idea to:

- Solve fine details
- Explore new ideas
- Test viability
- Deepen your understanding of the user
- Solve disagreements
- Gain momentum

Outcome: Live models to test (models, role plays, storyboards, interfaces, etc.)

Adapted from the Stanford d-school

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Step 5: Test

Test your idea to:

- Gain feedback on design from users in the right context
- Iterate concept
- Gain stakeholder input
- Learn more about the user

Outcome: Refined direction on idea

Adapted from the Stanford d-school

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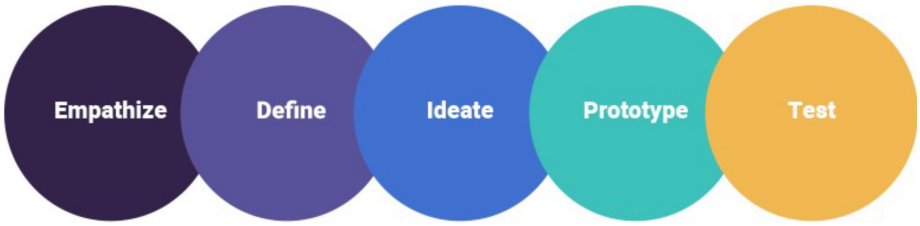
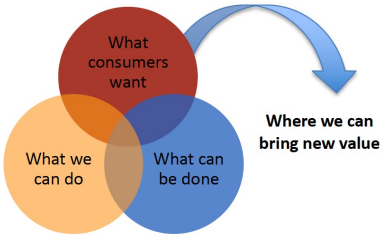
Design Thinking Framework





For your consideration:

- Who is your end user? If there are multiple end users, which is the most important?
- What do they want or need? Known or unknown?
- What kind of innovation do you want? Incremental or disruptive? Product, service, experience, distribution, etc.?
- Have you found the best team to work on the challenge (skilled and diverse)?
- What factors are influencing your end users? Markets, trends, other industries?
- How will you creatively discover and test insights about the end users? Remember, an insight reflects what a user wants (unmet functional needs) and the emotional reason why (that affects their behaviour.)
- What insight do you have about your end user that your competitor does not have?
- How can you inspire an optimistic, collaborative, experimental mindset with your team members?

Adapted from the Stanford d-school

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Design Thinking Framework

Bringing something new into existence – that adds value – and is designed with the end-user in mind

Step 1: Empathize	Step 2: Define	Step 3: Ideate	Step 4: Prototype	Step 5: Test
Get to know the hearts and minds of your users by: • Build empathy with end users • Engage with them • Observe them • Read about them • Be them • Explore people who have different relationships with the subject matter • Identify jobs to be done • Defer judgment until research is completed	Define the opportunity by: • Re-articulate user and insights • Identify greatest opportunity areas • Make sense of the data in different ways to improve your understanding of challenges and opportunities • Reframe opportunities into challenge statement (e.g. "How might we...?")	Generate ideas to: • Provide a range options to solve your challenge – evolutionary to revolutionary • Harness the creative power of the team • Discover new areas in the process • Diverge then converge on the most powerful ideas for exploration	Build your idea to: • Test your hunches what the user • Test isolate variables • wants and needs • Solve fine details • Explore new ideas • Test viability • Deepen your understanding of the user • Solve disagreements • Gain momentum	Test your idea to: • Gain feedback on design(s) with users in context • Iterate concept • Gain stakeholder input • Learn more about the user
Outcome: Insight based on beliefs, values and unmet needs	**Outcome:** Succinct challenge statements to guide ideation	**Outcome:** Selected ideas for prototyping and further exploration	**Outcome:** Live models to test (models, role plays, storyboards, interfaces, etc.)	**Outcome:** Refined direction on idea

Adapted from the Stanford d-school

49

Design Thinking Requires Different Behaviours

Honour the user

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Collaborate!

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Prototype, Test, and Iterate!

Follow the process

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Adapted from the Stanford d-school

50

Debrief Learning

Which steps in design thinking will be the most challenging to embed in your return?

How will you ensure it happens?

Which behaviours will you build on to begin?

51

great ideas
CONFERENCE

the power of a creative climate!

CURRENT
ACHIEVING WHAT'S NEXT

ONTARIO VETERINARY MEDICAL ASSOCIATION

1

Design Thinking in Ation!

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2

Agenda

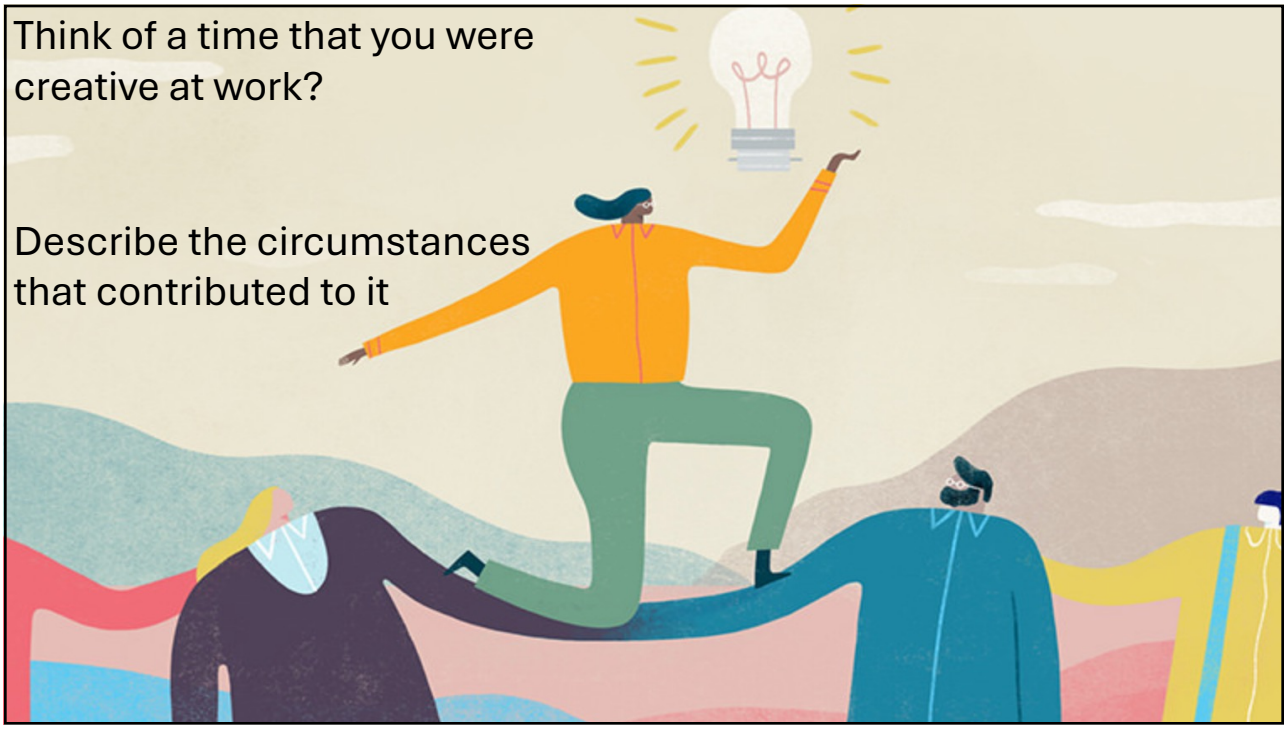
- What is Culture?
- Simple Rules Help
- Difference Between Culture and Climate
- Dimensions of a Climate that Support Creativity

- Please have your phone and notebook handy

3

Think of a time that you were creative at work?

Describe the circumstances that contributed to it



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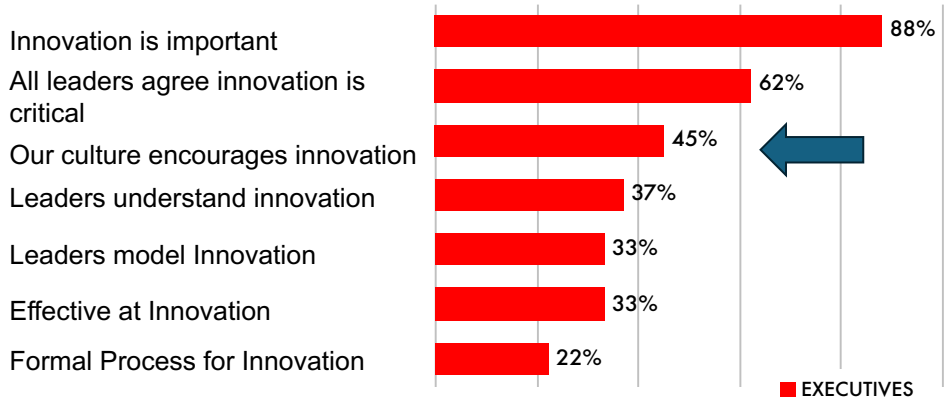
Less than half of companies have a supportive culture of innovation



Leger Marketing, Globe and Mail

5

Culture

Culture is defined as the shared attitudes, behavioral patterns, and values that cohesive human groups pass on from one generation to the next.

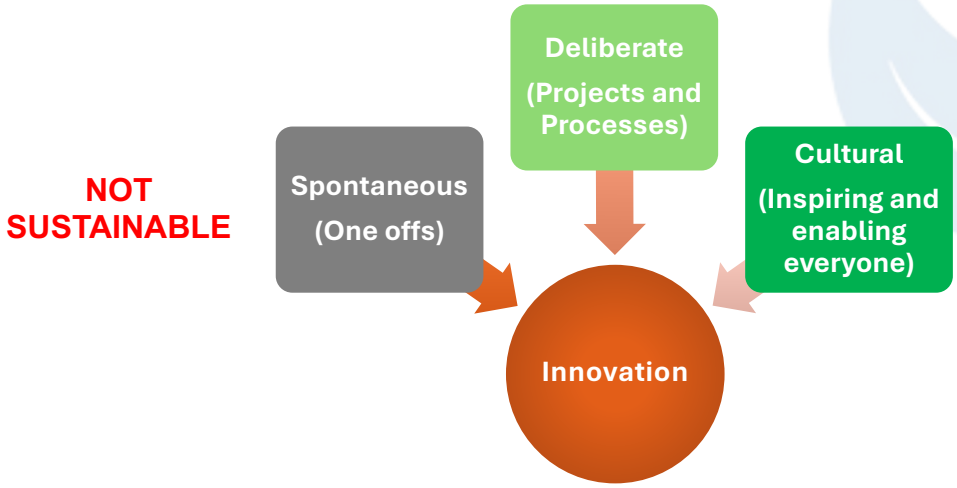
John Kotter. Prof. Emeritus, Harvard

Culture is what people do when no one is looking.

Herb Kelleher, Ex-President, CEO, Chairman of Southwest Airlines

6

Ways of Getting Innovative Ideas



NOT SUSTAINABLE

7

Innovation and Culture

Lessons from Biology
(simple rules)

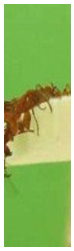
Source: McKinsey Quarterly, The simple rules of disciplined innovation, Donald Sull, May 2015

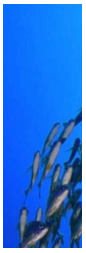
8

All Organizations are Complex Adaptive Systems

- Lessons from Biology
- Living systems follow "simple rules' which create complex adaptability
  - Ants
  - Fish

1. If you have an ant or ants on top of you, don't move.
2. If you're standing on top of ants, keep moving a short distance in any direction.
3. If you find a space next to ants that aren't moving, occupy that space and link up





1. Each fish has its preferred spot and watches its neighbour
2. If the fish behind gets too close, it speeds up
3. If the fish in front gets closer than that, it slows down

9

Murmuration

https://www.youtube.com/watch?v=6eFMNblMGcA&t=11s

10

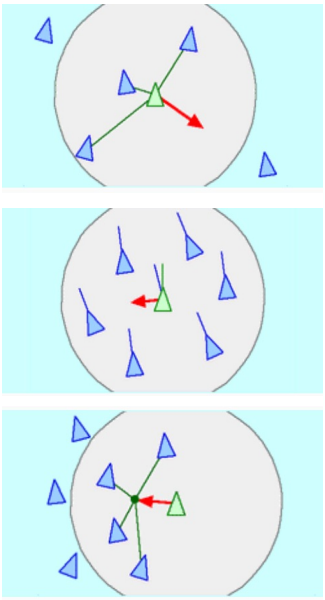
Flocking of Birds

"Simple" Steering Rules

Separation: Birds steer away from members of the flock when they get too close

Alignment: birds steer to face the same direction as the average of their neighbours

Cohesion: birds steer to move toward the average position of local flock mates



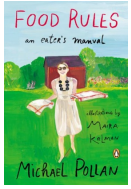
11

Simple Rules

The Golden Standards
Example
I own and immediately resolve guest problems

THE RITZ-CARLTON

Food Rules
Eat food
Not too much
Mostly plants



12

Simple Rules

Marie Kondo

- Commit yourself to tidying up
- Finish discarding first
- Tidy by category, not by location
- Follow the right order
- Ask yourself if it 'sparks joy'

13

Simple Rules

NETFLIX

1.encourage independent decision-making
2.share information openly, broadly, and deliberately
3.be extraordinarily candid with each other
4. avoid rules

14

Simple Rules

Google

- Innovation comes from anywhere
- Focus on the user/client
- etc

15

9 Notions of Innovation

Your brilliant, we're hiring

Intelligence over experience

16

9 Notions of Innovation

Ideas come from everywhere

Everyone innovates, even the finance team

17

9 Notions of Innovation

Share everything you can

Every idea, every project, every deadline

18

9 Notions of Innovation

Don't kill projects- morph them

There's always a kernel of something good that can be salvaged

19

9 Notions of Innovation

Everyone gets a little free time to noodle

Half of great ideas come out of 'noodle' time

20

9 Notions of Innovation

Innovation, not instant perfection

Launch early and often in small tests

21

9 Notions of Innovation

Don't politic, use data

It's not personal, find the metrics that matter

22

9 Notions of Innovation

Worry about usage and users, not money

Provide something simple to use and easy to love. The money will follow.

23

9 Notions of Innovation

Creativity loves restraint

Give people a vision,
rules about how to get there, and deadlines

24

Characteristics of Simple Rules

1. Limit rules to just a handful
2. Tailor rules to the organization or team using them
3. Rules apply to a well-defined activity
4. Rules provide clear guidelines without being overly prescriptive

25

What are your simple rules for creating an innovative environment?

- If something is wrong, fix it.
- Two heads are better than one. Talk to someone about your new idea.
- Work to understand the problem; the solutions will be better.
- One idea a day.
- _____
  _____
  _____
  _____

26

What supports creativity?

27

Culture vs. Climate

Culture

- Values, beliefs, history, and traditions that reflect deeper foundations of the organization
- What the organization demonstrates over time
- Culture = Behaviour over time
- Only changeable in the long-term

29

Culture vs. Climate

Culture	Climate
• Values, beliefs, history, and traditions that reflect deeper foundations of the organization	• Behaviours, attitude and feelings that characterize day-to-day life in the organization
• What the organization demonstrates over time	• It is what the employees experience
• Culture = Behaviour over time	• Climate = Behaviour day-to-day
• Only changeable in the long-term	• Can be impacted in the short-term

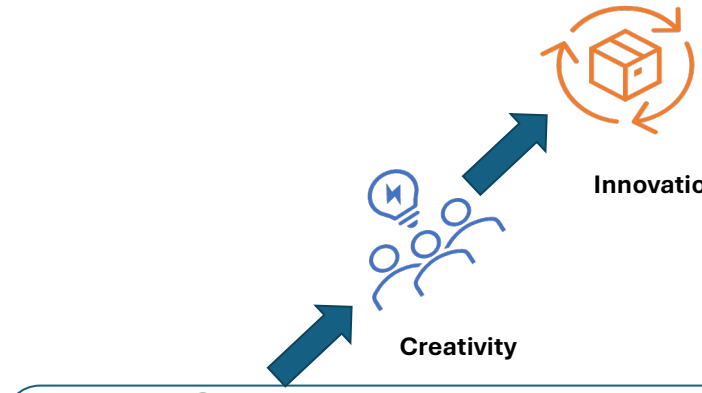
30

Why Consider Climate

- It is faster to change than culture
- Key lever for creativity, innovation, engagement and growth
- Climate affects performance on all levels
- Healthier work environments are more resilient
- Climate can enhance workplace wellness
- **It is something we can all influence – even in a small group**

31

Innovation Pre-Conditions



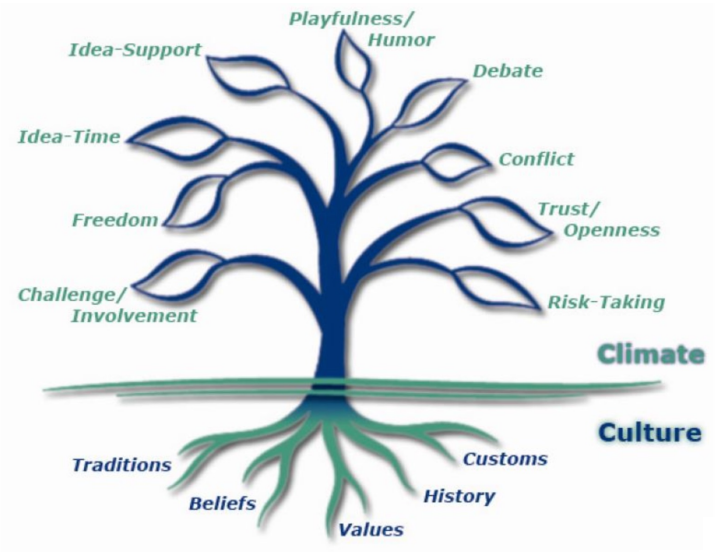
The Foundation

Supports well-being, engagement, creativity, and productivity

"An environment that brings out the best in people"

32

An innovative Climate



Scott G. Isaksen and Hans J. Akkermans, 'An Introduction to Climate.' 2007, Paperback, Catalog # 2006-25W

33

Dimensions of a Climate that support Creativity

Dimension	Definition
Challenge / Involvement	The degree to which people are involved in daily operations, long-term goals, & visions
Freedom	The independence in behavior exerted by people in the organization
Trust / Openness	The emotional safety in relationships
Idea Time	The amount of time people can (and do) use for elaborating new ideas
Idea support	The ways in which new ideas are treated
Playfulness / Humour	The spontaneity and ease displayed within the workplace
Conflict	The presence of personal and emotional tensions in the organization (The only characteristic we want LESS of)
Debate	The occurrence of encounters and disagreements between viewpoints, ideas, differing experiences and knowledge
Risk-taking	The tolerance of uncertainty and ambiguity exposed in the workplace, bold new initiatives can be taken even when the outcomes are unknown. People will often "go out on a limb" and will put an idea forward.

Source: Ekvall, G. (1996). Organizational climate for creativity and innovation. European Journal of Work and Organizational Psychology, 5 (1), 105-123. CHART from OmniSkills

34

Challenge/Involvement

The degree to which people are involved in daily operations, long-term goals, and visions. High challenge/ involvement implies better levels of engagement, commitment and motivation.

Megan Mitchell Consulting ©

35

Freedom

The degree of independence shown by the people in the organization. Even slightly higher levels of Freedom imply more perceived autonomy and ability for individual discretion.

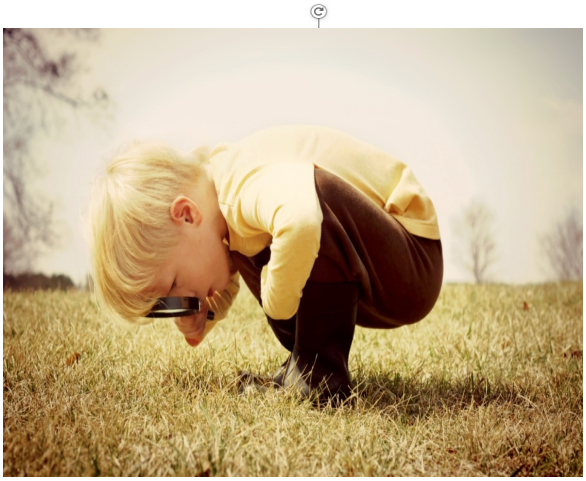
36

Emotional Safety

The emotional safety in relationships. In high Trust/Openness situations, people feel more comfortable sharing ideas and being frank and honest with each other.

37

Idea Time



The amount of time people can, and do, use for elaborating new ideas. When Idea-Time is high, people can explore and develop new ideas that may not have been included in the original task.

38

Idea Support

The way new ideas are treated. In a high Idea-Support situation, people receive ideas and suggestions in an attentive and professional manner. People listen generously to each other.

39

Playfulness/Humour

The spontaneity and ease displayed within the workplace. Good-natured joking and laughter and a relaxed atmosphere (lower stress) are indicators of higher levels of Playfulness and Humour.

40

Conflict

The presence of personal and emotional tensions (a negative dimension – in contrast to the Debate dimension). When Conflict is high, people engage in interpersonal warfare, slander and gossip, and even plot against each other.

Note: This is the only dimension we want LESS of

41

Debate

The occurrence and open disagreement between viewpoints, ideas, experiences and knowledge. In the Debating situation, many different voices and points of view are exchanged and encouraged.

42

Risk Taking

The tolerance of uncertainty and ambiguity. In a high Risk-Taking climate, people can make decisions even when they do not have certainty and all the information desired. People can and do 'go out on a limb' to put new ideas forward.

43

Each team capture as many ideas as you can for your element/s

Teams	Ideas	ideas
1. Challenge		
2 Freedom		
3 Trust		
4 Idea time		

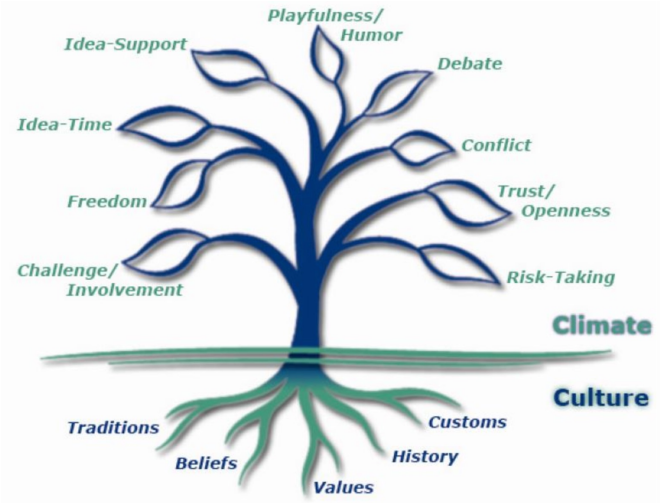
44

Each team capture as many ideas as you can for your element/s

	Ideas	Ideas
5 Humour/Playfulness		
6I dea Support		
7 Debate		
8 Risk Taking		
9 Conflict (lessen)		

45

An innovative Climate



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Adapted Source: Ekvall, G. (1996). Organizational climate for creativity and innovation. European Journal of Work and Organizational Psychology, 5 (1), 105-123. CHART from OmniSkills

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Proven enablers

Look at the list below. All of these elements are proven to contribute to better engagement, productivity and creativity. Circle which elements you will leverage to create an environment for innovation. Concrete actions!

- Challenge
- Involvement
- Freedom/autonomy
- Trust
- Openness
- Idea time
- Idea Support
- Humour
- Personal or professional growth
- Debate
- Risk Taking
- Courage
- Creative Problem-Solving skills
- Resilience
- Meaningful work/purpose
- Removing barriers
- Giving things up
- Prioritizing
- Adequate compensation
- Psychological safety
- Sense of belonging
- Self confidence
- Continuing to learn/mastery
- Collaboration
- Pressure
- Time
- Making progress
- Avoiding setbacks
- Sufficient resources
- The right attitude
- Being inclusive
- Cognitive diversity
- Celebrating small wins
- A positive environment
- Experimenting
- New experiences
- Getting outside
- Exercise
- Talking
- Collegiality
- Recognition
- Encouragement
- Positive emotions
- Connecting to nature
- Music
- Purpose
- Freshness

Elements compiled from Ekvall, Amabile & Kramer, Fredrickson, Eisen, Clark, Pink
Megan Mitchell Consulting ©

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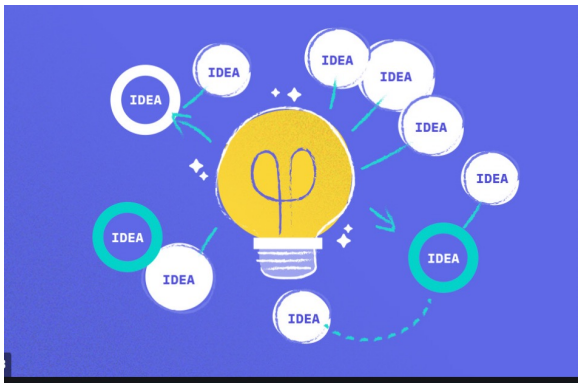
Review the enablers



Capture the enablers which will most help you and your team and are within your control:

What would you like to have more of?

49

great ideas 9
CONFERENCE

leading innovation!

CURRENT
ACHIEVING WHAT'S NEXT

ONTARIO VETERINARY MEDICAL ASSOCIATION

1

Leading Innovation!

Lee-Anne McAlear

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2

Agenda

- Innovation is a challenge
- Innovation is a process
- Innovation has levels
- Innovation means change

- Please have your phone and notebook handy

3

Context for Innovation: Today's Environment

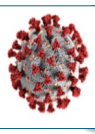
Increased Client Expectations

Challenging Economic Climate

Increased Demand, Staff Shortages

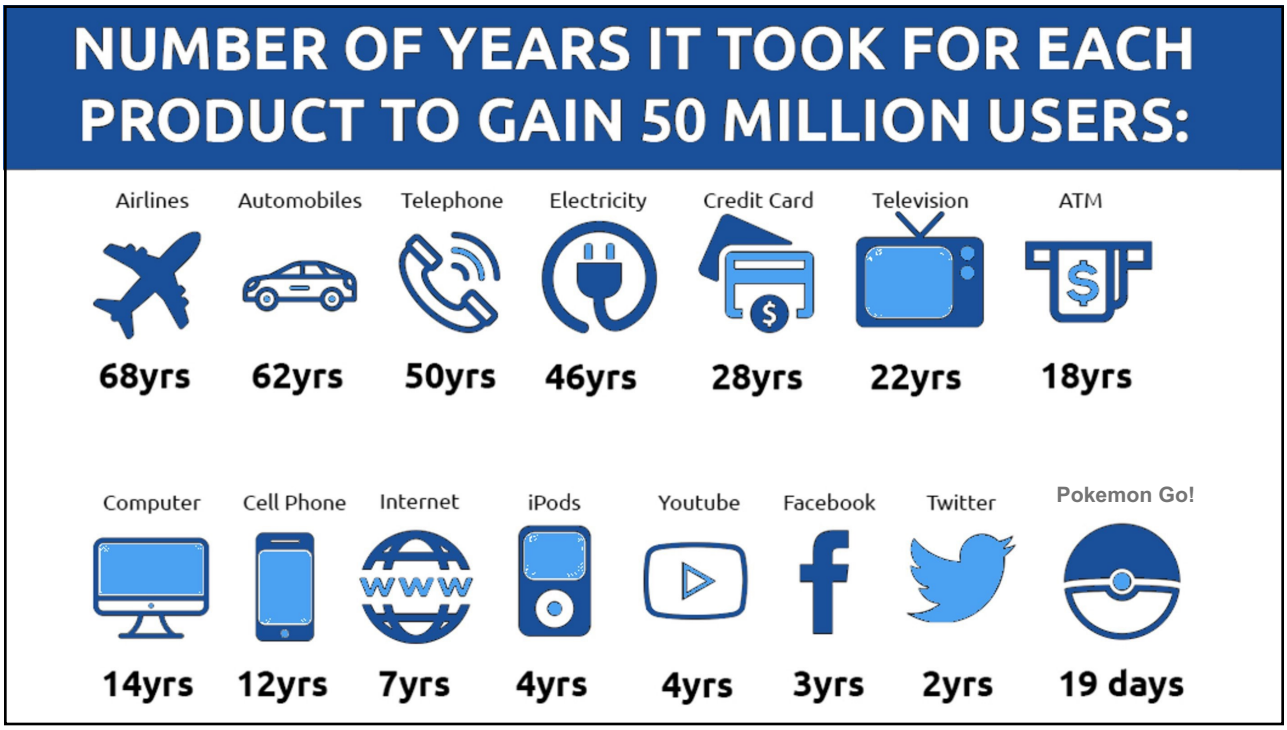
Changing Demographics

Rapidly Advancing Technology

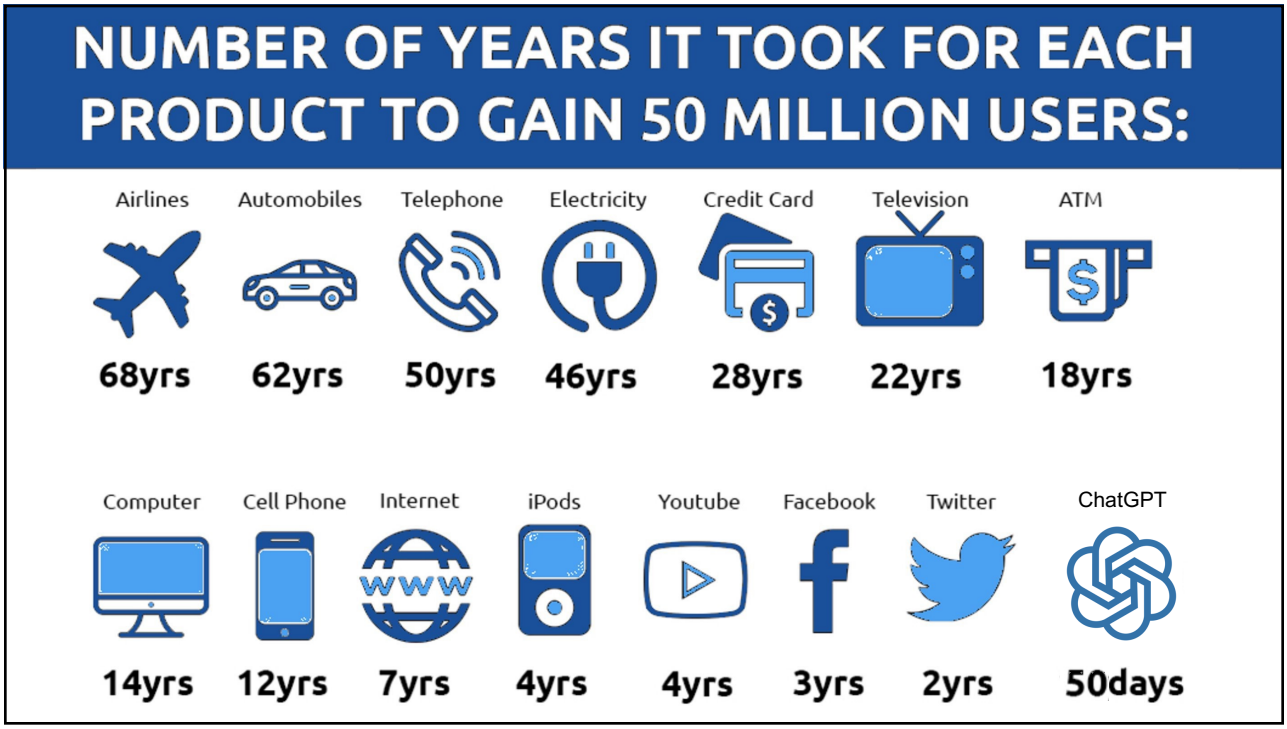


Pandemics, Geopolitical issues, etc

4


NUMBER OF YEARS IT TOOK FOR EACH PRODUCT TO GAIN 50 MILLION USERS:
Airlines
68yrs
Automobiles
62yrs
Telephone
50yrs
Electricity
46yrs
Credit Card
28yrs
Television
22yrs
ATM
18yrs
Computer
14yrs
Cell Phone
12yrs
Internet
7yrs
iPods
4yrs
Youtube
4yrs
Facebook
3yrs
Twitter
2yrs
Pokemon Go!
19 days

5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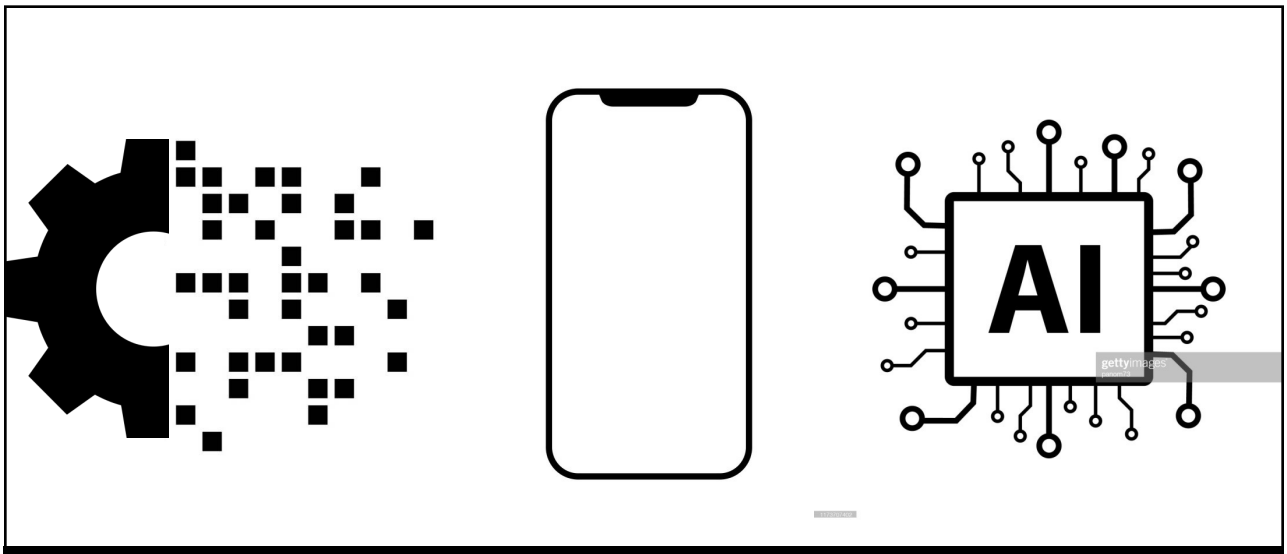
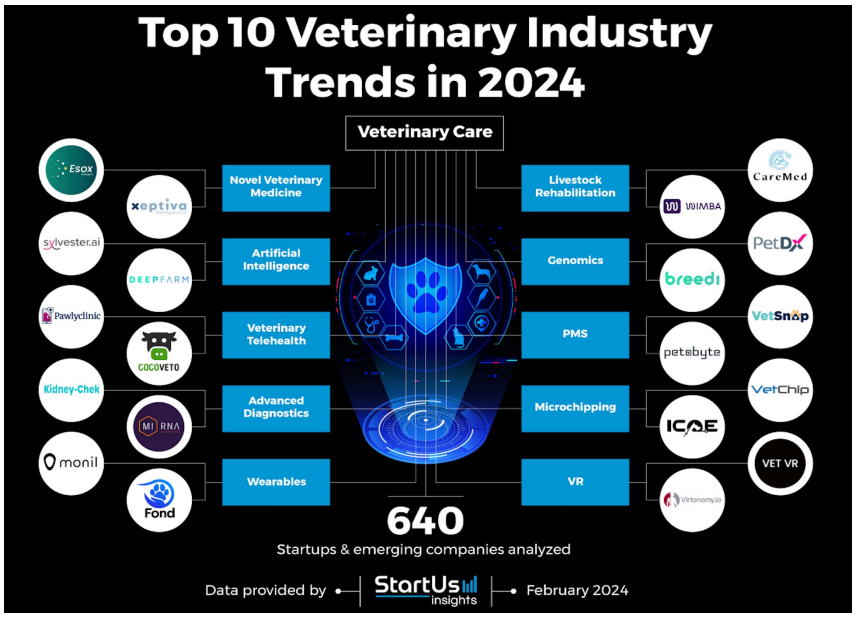
iPods
4yrs
Youtube
4yrs
Facebook
3yrs
Twitter
2yrs
ChatGPT
50days

6



Digital Transformation | **Mobile Centric** | **AI Embedded**

7



8

9

Your experience with an innovation/change

Identify an innovation initiative that went well

- What element would you insist you <u>always</u> include in future initiatives?
- Jot down a note or two

Identify an innovation initiative that went poorly

- What would you <u>never</u> have occur in any future initiative?
- Jot down a note or two

Share with your partner - 2 minutes each

10

84%
of leaders say innovation is a high priority

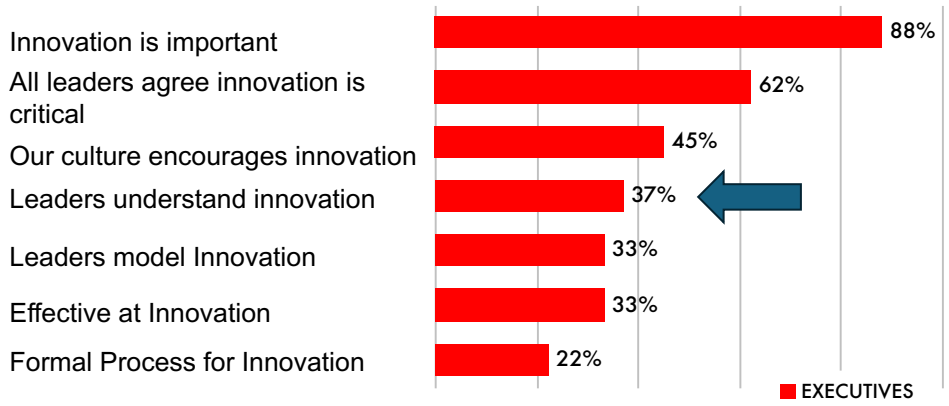
yet

94%
are dissatisfied with their firms' innovation performance

McKinsey Poll, 2018

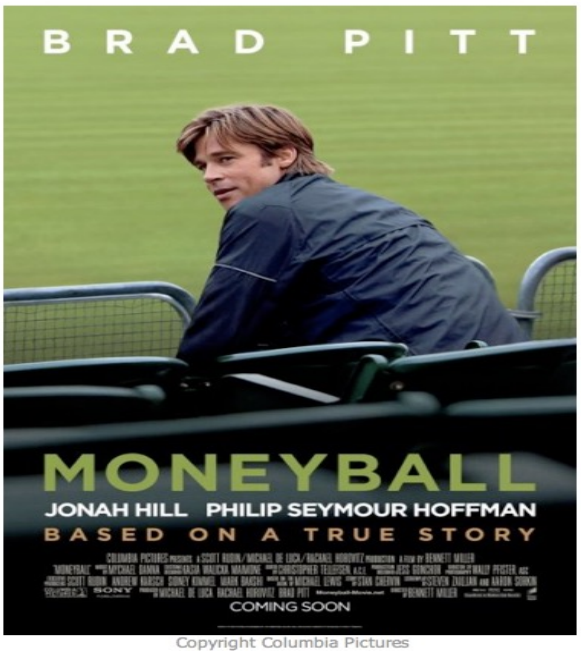
11

We know innovation is important…



Leger Marketing, Globe and Mail

12



"The first one over the fence gets bloody."

John Henry,
Majority Owner, Boston Red Sox

Movie Trailer:
http://www.youtube.com/watch?v=AiAHlZVgXjk

13

13

Innovation Insights

- Creativity loves constraint
- Challenge assumptions
- Need broader perspective
- Ask a different question, focus on different metrics; focus on outcomes, not inputs
- Need fresh perspectives, diversity
- Compare to a different system
- Resistance is expected
- Some will take it personally
- Self-doubt is natural and persistence is critical
- People will not believe until it starts delivering, then they believe utterly
- A new way of thinking, a new system can change the game

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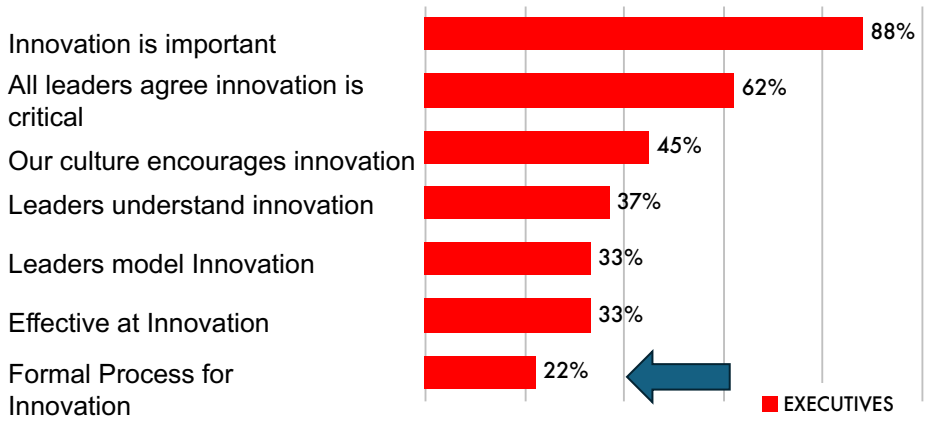
We know innovation is important…



Leger Marketing, Globe and Mail

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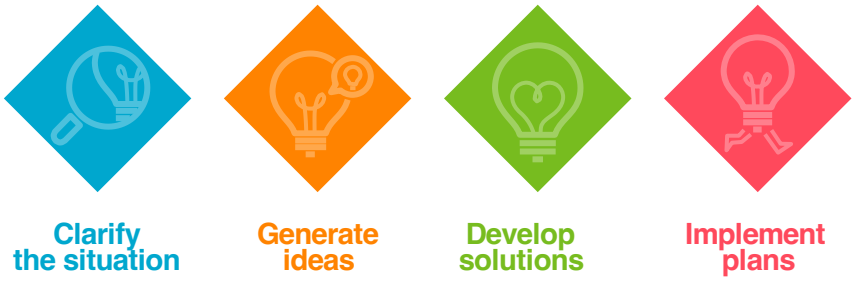
The FourSight Innovation Process ©



Source: FourSight based on theory by Gerard Puccio, Ph.D.
www.foursightonline.com

16

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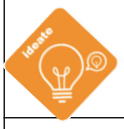
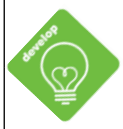
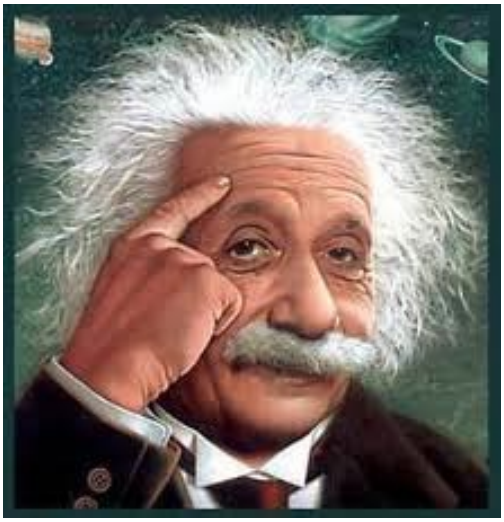
The FourSight © Innovation Process

	Step	Tasks
	Identifying the challenge	• Define a goal • Gather data • Challenge assumptions • Formulate the challenge questions
	Generating Ideas	• Think up lots of options • Explore new combination • Build on ideas
	Turning ideas into solutions	• Evaluate and strengthen ideas • Craft ideas into workable solutions • Take ideas from good to great
	Giving ideas legs	• Explore acceptance • Make a plan • Get into Action

17



"If I had 60 minutes to solve a problem, I would take 55 minutes to define it."

Albert Einstein

18

When you clarify…

- See the situation from all angles
- Understand the background
- Identify key data
- What info are you missing?
- What assumptions are you making?
- Isolate obstacles
- Know what is relevant
- Crete a Challenge Statement

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Innovation success begins with an important or meaningful challenge!

So… key actions:

- Give your people the challenge ahead of time
- Ensure they feel the work is important
- Protect dedicated time for them

https://hbr.org/2002/08/creativity-under-the-gun

20

Some veterinarian innovation challenges

How might we …

- improve the client experience and communication with pet owners?
- streamline administrative tasks to allow veterinarians more time for patient care?
- leverage telemedicine to expand access to veterinary services?
- better integrate advanced technologies, such as AI and machine learning, into veterinary diagnostics and treatment plans?
- improve the mental well-being and reduce burnout among veterinary staff?
- better educate pet owners on the importance of regular veterinary care and preventive measures?
- foster better collaboration and information sharing among veterinary professionals?
- enhance preventive care and wellness programs for pets to reduce the incidence of severe illnesses?

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22

Capture an innovation challenge that is important to you. Start with "How Might We…

_____

_____

_____

23

When you ideate…

- List lots of ideas
- Be playful
- Look from a new angle
- Brainstorm to get diverse ideas
- Use random associations

24

24

What Happens over time?

	Age of those studied		
	5 Years	8 Years	30 Years
Creative Expression	98%	32%	5%
Number of Laughs a day	113 Laughs	83 Laughs	11 Laughs
Number of questions asked a day	65 Questions	41 Questions	6 Questions

Source : Escape From the Maze, James Higgins (ISBN: 1-883629-02-0)

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Do you have a toolkit of techniques to help you think about things differently?

- Brainstorming
- Lateral thinking

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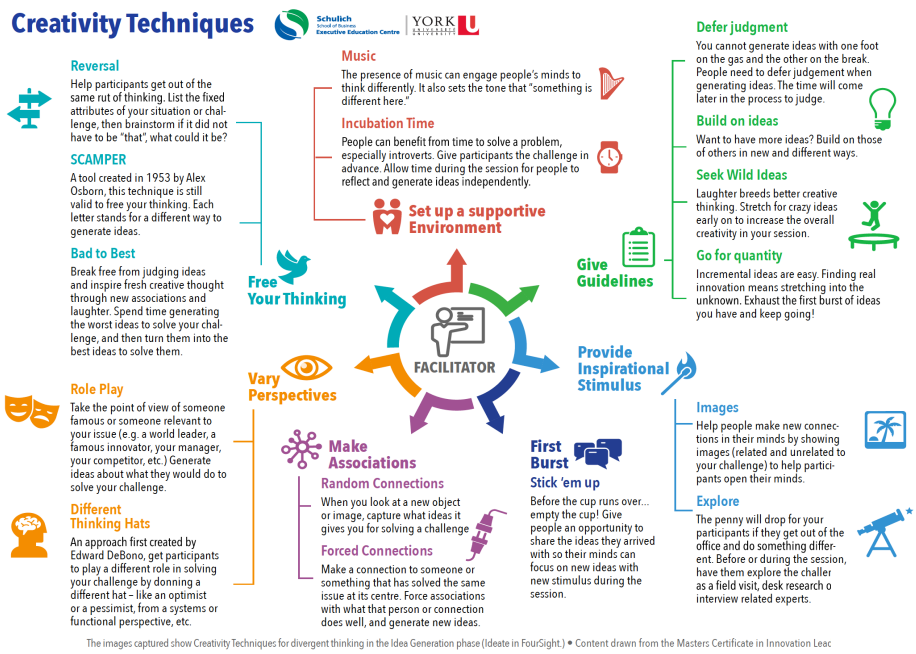

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When you develop…

- Say what you like
- Phrase concerns as questions
- Develop criteria for success
- Modify solutions
- Who might assist? Resist?
- Make an action plan

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When you implement…

- Get into action
- Learn as you go
- "Test fast. Fail fast. Adjust fast."
- What's working? What isn't?
- Cycle back to other phases

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Innovation Strategy
think innovation levels

30

Innovative organization? Who comes to mind?

31

Levels of Innovation

Incremental Radical/Adjacent Disruptive

32

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Apple makes its living through
punctuated equilibrium, not through disruption.

Macworld Sr. Advisor,
Glenn Fleishman

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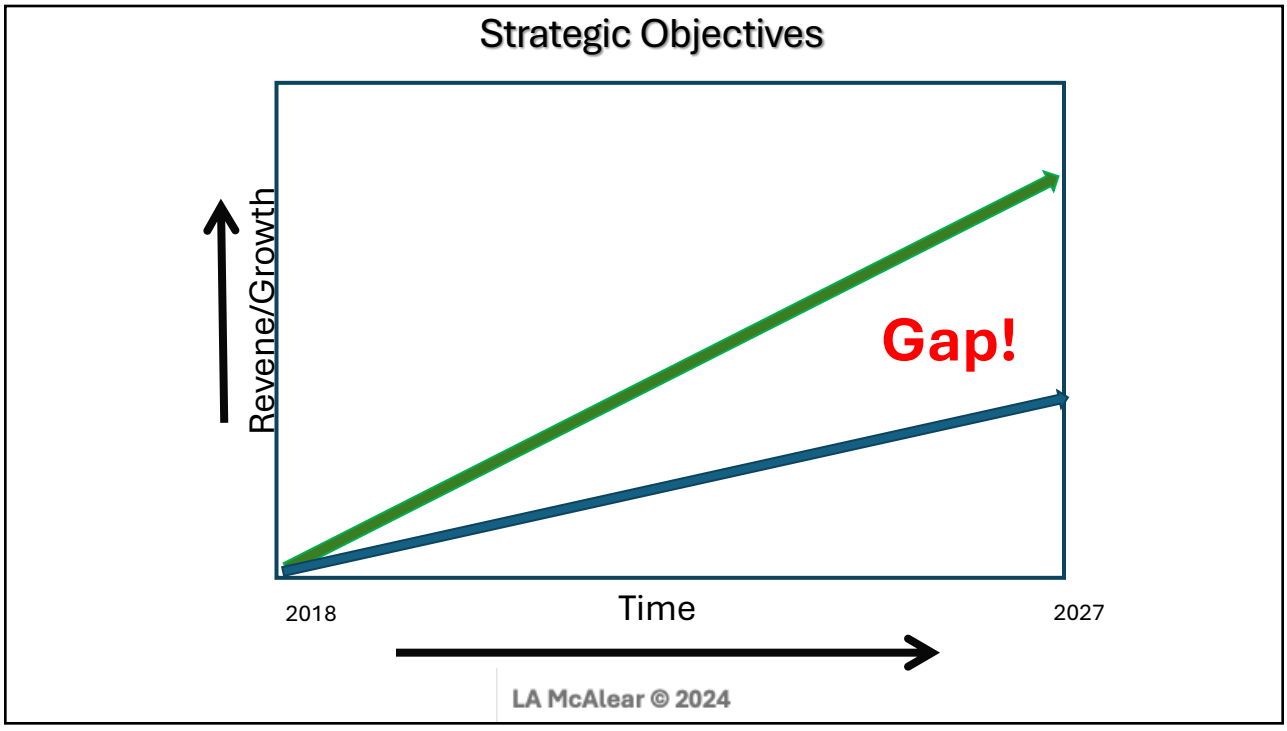
Levels of Innovation

Incremental Radical Disruptive

60-80% 18-40% 2-15%

35



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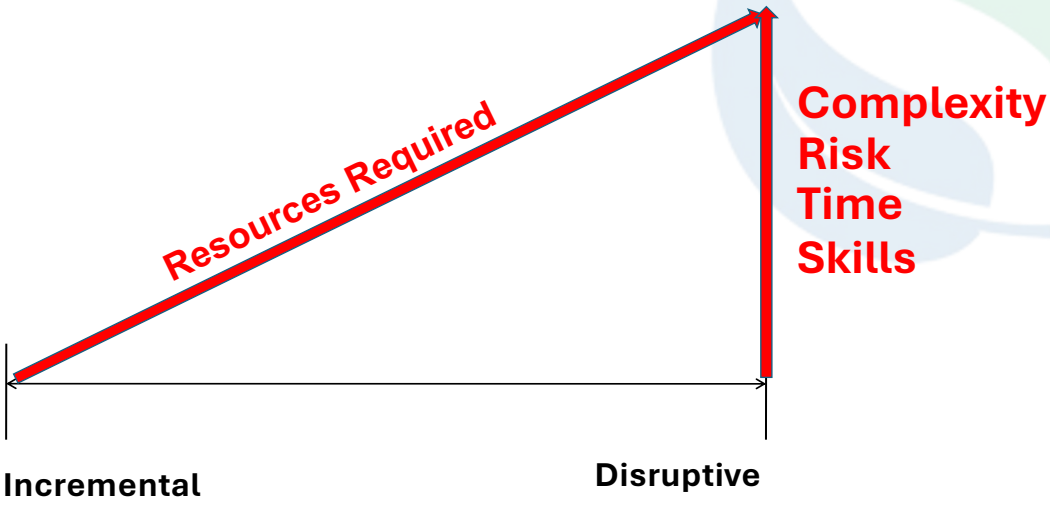
Resources Required to Support New Value



HBR, Managing Your Innovation Portfolio, Bansi Nagj i& Geoff Tuff

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Resistance to change is natural

LA McAlear © 2024

Schulich School of Business York University Executive Education Centre

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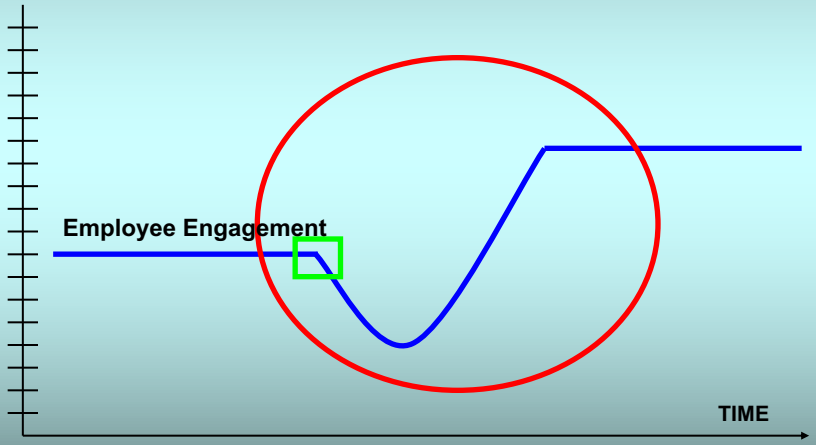
The Change Curve



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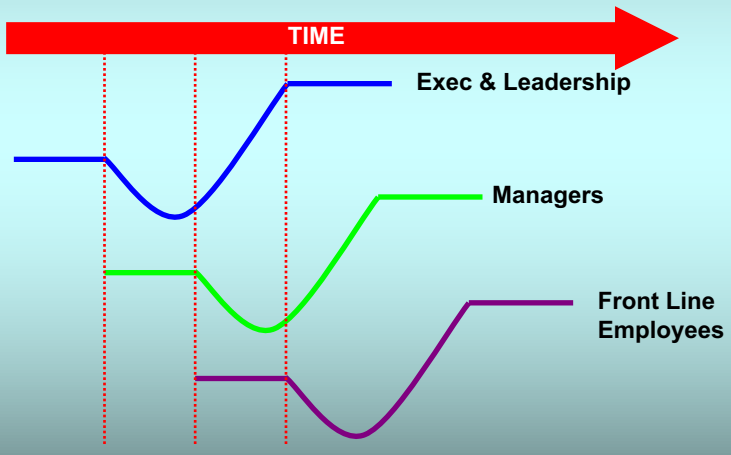
Change Leadership



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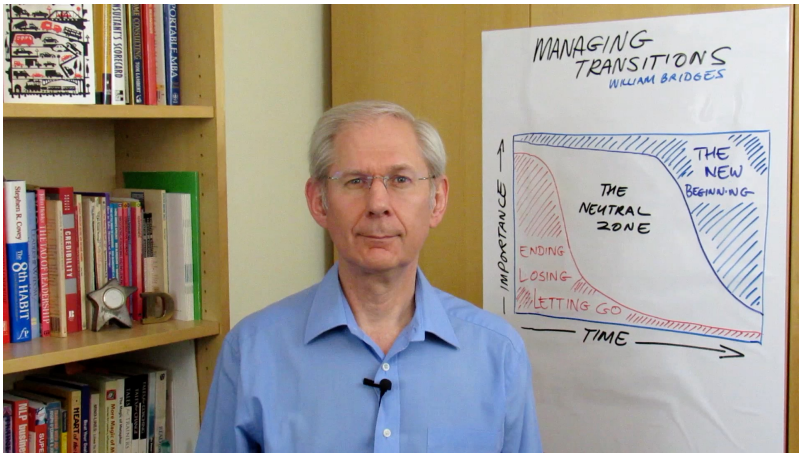
BRIDGES:
ITS NOT THE INNOVATION, IT'S THE TRANSITION!



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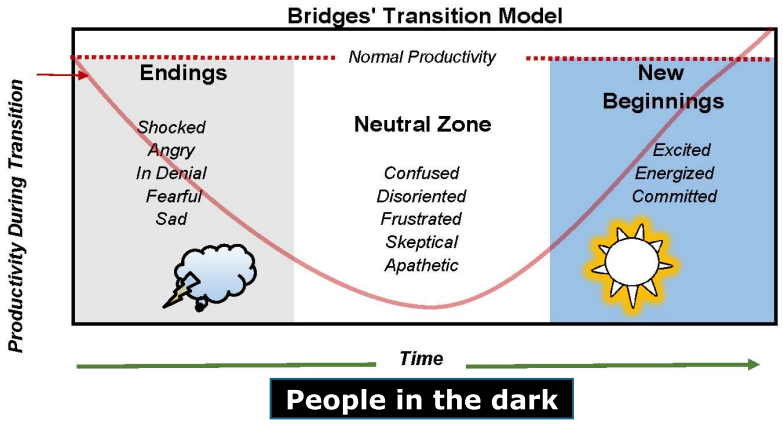
CHANGE TRANSITION MODEL



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ENDING ZONE: WHAT LEADERS/WE CAN DO

- **Communicate**
  - Direction and clarity around what's changing
  - Change story
  - Must be two-way!
- **Honor the past respectfully**
  - Acknowledge the losses and allow people time to grieve
  - Identify who has to let go of "what"
- **Acknowledge the Feelings**
  - Change is a process
  - Expect, acknowledge, and validate a variety of emotional reactions
- **Listen, listen, listen**
  - Pay attention to what you are hearing
  - Respond to questions, clear up any misunderstandings, and acknowledge objections, cynicism
  - Show caring and concern and respond with empathy

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NEUTRAL ZONE: WHAT LEADERS/WE CAN DO

- **Provide Clarity**
  - Admit if you don't have all the answers, but never leave employees in the dark
  - Define the change clearly
  - Share information often
  - Set short term goals
  - Establish milestones
  - Give feedback
  - Focus on what you can control
- **Get Others Engaged**
  - Involve people in explaining the "new"
  - Encourage people to be creative and ask for idea
  - Involve people in trying out ideas
  - Reward and celebrate accomplishments

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NEW BEGINNING ZONE: WHAT LEADERS CAN DO

- **Reinforce Change Story and what is changing**
  - Clarify new attitudes and behaviours required
  - Lead by example – demonstrate change
  - Symbolize the new identity or change
  - Ensure quick successes
  - Celebrate milestones and reaching the new state
  - Motivate and support peoples' commitment to the
- **Build Competence:**
  - Start training people in the new skills
  - Provide training and practice in new skills
- **Coach & Support: Build the Relationship**
  - Look for opportunities to have connect with your team
  - Distance may be interpreted as abandonment

45

Think about a change/innovation you had

What was the change?

_____

Which stage was handled well?

Endings Neutral or Beginnings?

_____

What else could have been done to make it easier?

_____

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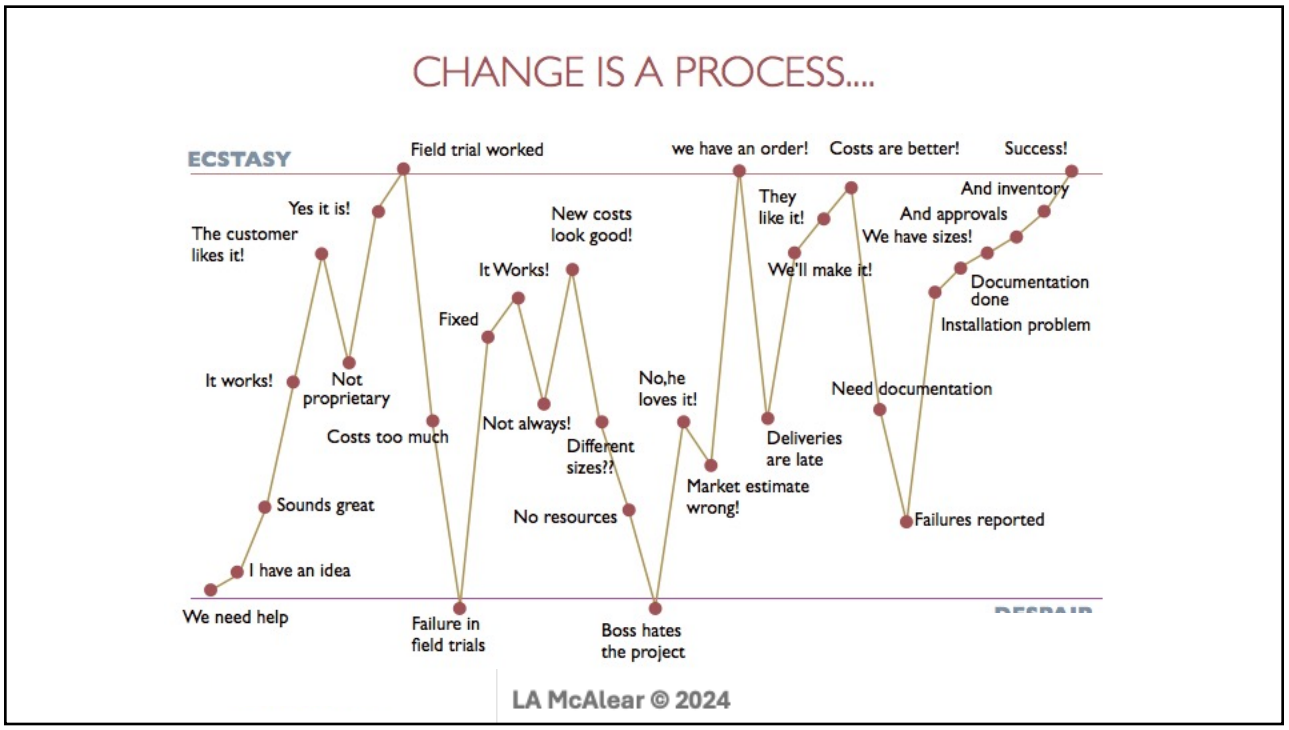
CHANGE IS A PROCESS....
ECSTASY
Field trial worked
we have an order!
Costs are better!
Success!
Yes it is!
The customer likes it!
New costs look good!
They like it!
And inventory
And approvals
We have sizes!
It Works!
We'll make it!
Documentation done
Fixed
Installation problem
It works!
Not proprietary
No,he loves it!
Need documentation
Costs too much
Not always!
Different sizes??
Deliveries are late
Market estimate wrong!
Sounds great
No resources
Failures reported
I have an idea
We need help
Failure in field trials
Boss hates the project
DESPAIR
LA McAlear © 2024

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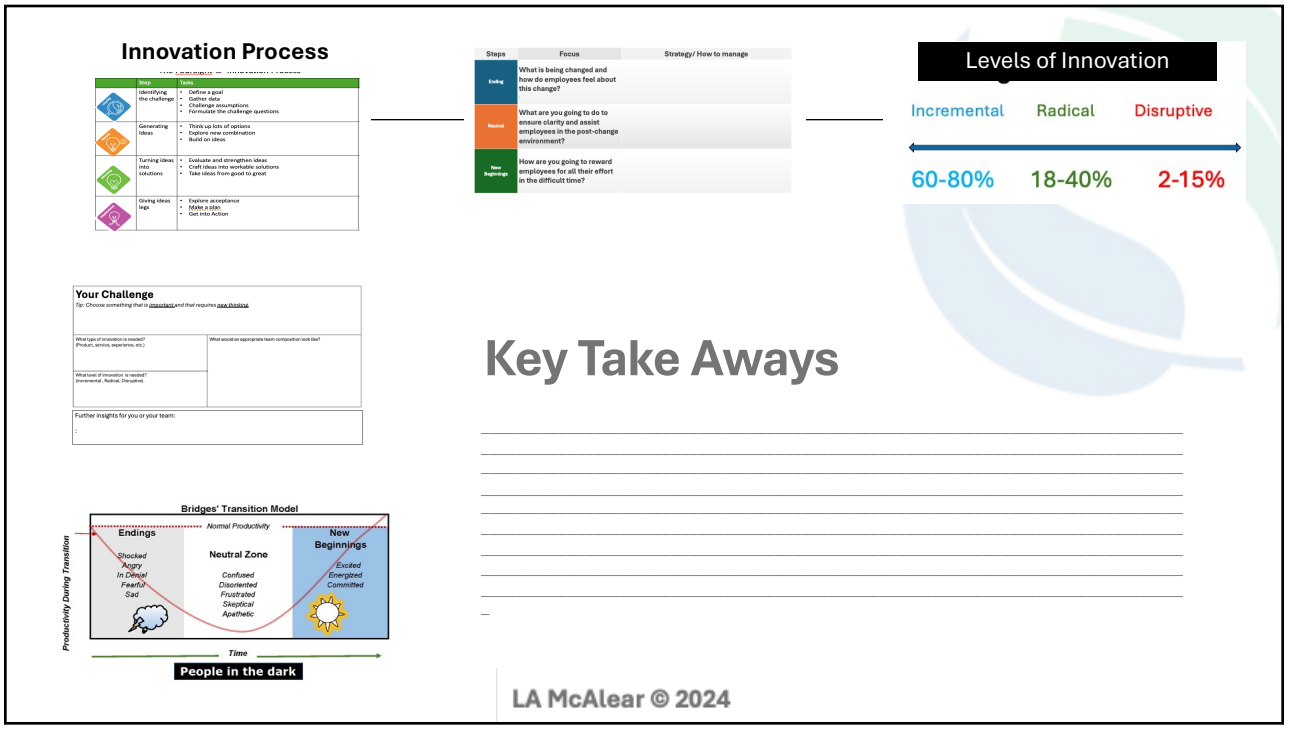
Innovation Process
Steps
Focus
Strategy/ How to manage
Ending
What is being changed and how do employees feel about this change?
Neutral
What are you going to do to ensure clarity and assist employees in the post-change environment?
New Beginnings
How are you going to reward employees for all their effort in the difficult time?
Levels of Innovation
Incremental
Radical
Disruptive
60-80%
18-40%
2-15%
Your Challenge
Tip: Choose something that is important and that requires new thinking
What type of innovation is needed? (Product, service, experience, etc.)
What would an appropriate team composition look like?
What level of innovation is needed? (Incremental , Radical , Disruptive)
Further insights for you or your team:
Key Take Aways
Bridges' Transition Model
Endings
Normal Productivity
New Beginnings
Neutral Zone
Shocked
Angry
In Denial
Fearful
Sad
Confused
Disoriented
Frustrated
Skeptical
Apathetic
Excited
Energized
Committed
Productivity During Transition
Time
People in the dark
LA McAlear © 2024

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