Leading in a Changing World
Module 1: Supporting Creative & Innovation Leaders

IBM Packaged Grant
Leading in a Changing World

This workshop is available in the following three modules

- Supporting Creative & Innovation Leaders
- The Innovation Process
- Implementing Innovative Ideas in Your Organization

Each module is approximately 90 – 120 minutes and includes great information and opportunities to practice what you’re learning.

The Innovation Process module includes a useful workbook to guide you through the innovation process – and is an artifact you can leverage with your teams.
Agenda

- Leadership in Today’s Environment
  - Cultivating Creative Leaders
    - The Journey to Organizational Creativity
    - Fostering the Creativity of your Leaders
  - Supporting Leaders of Innovation
- Closing Thoughts
IBM has conducted several C-suite studies over the past several years. Two of these will inform our work today.

**2010 CEO Study**

- **Capitalizing on Complexity**
  - **Key Findings**
    - Rapid escalation of complexity creates need to:
    - Embody creative leadership
    - Reinvent customer relationships
    - Build operating dexterity
  - **1,541 CEO interviews**

**2010 CHRO Study**

- **Working beyond Borders**
  - **Key Themes**
    - Mobilizing for speed and flexibility
    - Capitalizing on collective intelligence
    - Cultivating creative leaders
  - **707 HR executive interviews**
The new differentiator: organizational creativity

60% of CEOs believe that ‘creativity’ is the most important leadership quality over the next 5 years.²

But how to cultivate leadership that can drive organizational creativity?

CHROs do not feel their organizations are effective at developing future leaders, or fostering the spirit of collaboration that causes organizational creativity to thrive³

69% of CHROs say they are not effective in developing future leaders

Leadership in today’s environment

Today’s non-profit leaders must balance many complex factors and opportunities, especially in the last few years, including:

- Difficult economic climate
- Dwindling funding and grants
- Difficulty in recruiting and retaining volunteers
- Generational differences
- Changing technology
- Changing policies
- Quality candidates

*How can the perspectives of a creative leader help address these and other complexity factors?*
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Some definitions

Creativity

- Creativity is the process of developing new, uncommon, or unique ideas

Innovation

- Innovation is process of translating an idea or invention into a good or service that creates value or for which customers/clients will pay

Innovation distinguishes between a leader and a follower
~ Steve Jobs
Creativity is one component of innovation. To have an innovative workplace, you need creativity, but not all creativity leads to innovation—that is, ideas must go through development and selection processes to weed out those that simply won’t work or that are unrealistic.

Innovation must result in action – that requires implementation – and leaders to implement the required changes and manage key stakeholders and obtain their support.
Creativity flourishes under leaders who are creative, and where good questions, collaboration, and empathy are the medium.

What is the CQ of your organization?
As we start our journey, let’s see what your organization’s Creativity Quotient (CQ) is today

- **Aware**: Understands the benefits of creativity & innovation but typically doesn’t use
- **Developing**: Uses some basic practices but not consistently
- **Practicing**: Uses a combination of basic & leading practices
- **Optimizing**: Leverages leading practices throughout organization; some recognition of innovative programs
- **Leading**: Creates leading practices; is widely recognized for leadership in innovation
Small group exercise – Where is your organization?

Setup

- Consider the characteristics of each level of the Creativity Quotient and identify where your organization is today.
- Think about where you’d like your organization to be within a year.

Debrief

- By a show of hands, indicate the current CQ level of your organization – and where you’d like to be a year from now.
Leading the journey

- Leaders enable creativity and innovation and the organizational culture that sustains it
- Creativity is part culture, part process, and part DNA

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<thead>
<tr>
<th>Culture</th>
<th>Process</th>
<th>Corporate DNA</th>
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<tbody>
<tr>
<td>Foster a culture of creativity &amp; innovation within your teams</td>
<td>Learn processes &amp; methods for promoting creativity &amp; innovation</td>
<td>Include innovation &amp; creativity in your organization’s strategy</td>
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<td>Understand &amp; overcome barriers to creativity &amp; innovation</td>
<td>Apply tools &amp; techniques to real problems, challenges, and opportunities</td>
<td>Embrace values such as the continuous pursuit of new ideas &amp; innovation</td>
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<td>Learn to embrace constraints and cultivate, rather than stifle, creativity</td>
<td>Learn to harvest ideas from within your organization</td>
<td>Discover your creative strengths and identify creative strengths of others</td>
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Creative leaders demonstrate - and support – the following behaviors

- Challenge the status quo
- Tolerate ambiguity
- Use metaphorical thinking
- Is fluent in producing & elaborating on ideas
- Have persistence

- Are open to new ideas
- Take risks
- Find & solve problems in many situations
- Are intuitive
- Synthesize ideas
Fostering creativity in your organization...

**Recommendations**

- **Embrace ambiguity:** Reach beyond silos within your organization, exemplify breakthrough thinking, act despite uncertainty.

- **Take risks that disrupt legacy business models:** Pilot radical innovations, continually tweak your models, borrow from other industries’ successes.

- **Leapfrog beyond “tried-and-true” management styles:** Strengthen your ability to persuade and influence, coach other leaders, use a wide range of communication approaches.

**Tough questions to consider**

- How will you develop the critical capabilities to enhance creativity among your leadership?

- In what ways can you explore, reward and integrate diverse and unconventional points of view?

- What is your approach to evaluate every element of your business model to get the most from currently untapped opportunities?

- How does your organization encourage networking and collaboration to come up with creative ideas?

- How will you encourage risk-taking behaviors with a focus on learning from failure?
When was the last time something inspired you to be creative?
ACTIVITY
Agenda

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Innovation: A new idea, or creative adaptation of an idea, that drives new services and solutions for your client.

Creativity is thinking up new things. Innovation is doing new things. “Theodore Levitt

Innovation is creativity with a job to do. John Emmerling
Misunderstandings of Innovation

*innovation is not just*

**PROBLEM SOLVING**, it goes beyond the

*status quo*
The role of the Innovation Leader

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<tr>
<th>Definitions</th>
<th>Innovation Leaders…</th>
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<tr>
<td><strong>Leadership</strong>: Establishing a vision and organizing a group of people to achieve a common goal</td>
<td>- Foster collaboration across groups</td>
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<tr>
<td><strong>Innovation Leadership</strong>: Creating the direction and commitment needed to create and implement something that adds value</td>
<td>- Build the capacity for innovative thinking</td>
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<td></td>
<td>- Learn from failures (fail forward)</td>
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<td>- Are passionate about innovation</td>
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<td>- Walk the talk – innovation support is critical at the top</td>
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<td>- Manage the tension between creativity &amp; execution</td>
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<td>- Inspire curiosity</td>
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<td>- Encourage questioning of assumptions &amp; experimentation</td>
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Creating a culture of innovation – Innovation Enablers

- Clarity of focus on problem and prioritization of ideas
- Rewards for innovative ideas – even when they don’t work
- Exploration of ideas and learning new things encouraged
- “Innovation Fridays”
- Questioning assumptions

- Toleration of mistakes
- Culture of intelligent risk taking that leads to sustained innovation
- Many “little bets” to increase the likelihood that one or more of these ideas will end up having a big impact on the organization.

Establish a culture of creativity and innovation where new product ideas get visibility and executive support – IBM CHRO 2010 Study recommendation
# Creating a culture of innovation: The innovation challenges – and suggested solutions

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<tr>
<th>Challenge</th>
<th>Suggested Actions</th>
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<td>Failure to understand stakeholders needs</td>
<td>• Include stakeholders in process</td>
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<td>• Frame the question correctly</td>
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<td>Uninspired ideas</td>
<td>• Value diversity of opinions</td>
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<td>• Collaborate broadly</td>
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<td>Aversion to risk taking</td>
<td>• Create freedom from fear of failure</td>
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<td></td>
<td>• Fail forward – learn from mistakes</td>
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<td>Poor implementation of ideas</td>
<td>• Break down silos between idea generators &amp; idea implementers</td>
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Kick Starting your Culture of Innovation

- What happens in your organization when a wild, out of the box, strangest thing I ever heard idea is shared in your organization?

- What happened?

- What do you wish would have happened?
The role of networks and collaboration in innovation

**Idea Generators**
- People who come up with great ideas – often alone
- Collaboration builds and expands the ideas
- Idea generators are typically not good idea implementers

**Idea Implementers**
- Idea implementers – those who ‘know the system’ and can gain support for trying out new ideas
- Have great networks and credibility – and often draw people to them
Small group exercise – Creating a culture of Innovation

Setup

- Each table will identify one challenge within their organization that provides a barrier to creating a culture of innovation.
- Brainstorm ideas to overcome this barrier.
- Identify one idea that can be implemented to help your organization begin to create a culture of innovation.

Debrief

- Share your challenge and how you recommend your organization can address this barrier so allow a culture of innovation to flourish.
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Closing Thoughts…

Are you ready to be an Innovation Leader?

Next Steps

- What are the 3 learning points you will use in the coming weeks?
Books and Resources

Brainsteering: A Better Approach to Breakthrough Ideas – Kevin P Coyne & Shawn T Coyne

The Innovator’s DNA: Mastering the 5 Skills of Disruptive Innovators by J. Dyer, H. Gregersen & C.M. Christensen

Smart Thinking: 3 Essential keys to Solve Problems, Innovate, & Get Things Done by Art Markman

Change Making: Tactics & Resources for Managing Organizational Change by Richard Bevan

The 2020 Workplace (Working Styles) Jeanne Meister & Karie Willyerd

Fast Company Magazine Feb & Nov 2012

Harvard Business Review, March 2013
Thank you for your time today!