

## Innovation is Dead, Long Live Innovation - Mindwerx Breakfast

### Question 1

*From your collective experience, why aren't innovation initiatives as successful as hoped for? What is missing or needed?*

<b>People</b>	<ul style="list-style-type: none"> <li>- all stakeholders need to be committed</li> <li>- challenge to the status quo</li> <li>- comfort zone -stick to what u know</li> <li>- communication barriers and structure</li> <li>- conditioned to think with the right side of the brain</li> <li>- disenfranchised</li> <li>- don't tap into passion</li> <li>- education</li> <li>- flavour of the month so its actively supported</li> <li>- How does it affect me?</li> <li>- Lack of buy-in from staff</li> <li>- lack of comprehension</li> <li>- lack of drive</li> <li>- lack of energy for change</li> <li>- Lack of entrepreneurs to drive idea</li> <li>- Lack of WIIFM</li> <li>- Language of consultants - talk rather than act</li> <li>- life work balance</li> <li>- Negative competition - people hold back their ideas</li> <li>- not asking the right people</li> <li>- not my job philosophy</li> <li>- People being left out &amp; included</li> <li>- people don't listen</li> <li>- people don't understand</li> <li>- Protection of ego associated with concept</li> <li>- protection of one's own space</li> <li>- some people just aren't innovative</li> <li>- The right balance - not being negative but allowing a breakthrough of existing paradigms</li> <li>- too linear</li> <li>- we get payed anyway</li> <li>- WIIFM</li> <li>- wrong people in the group</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>- an environment where there is no fun at work</li> <li>- conservative culture</li> <li>- Inertia will win out, it's easier to do nothing</li> <li>- instilling motivation/enthusiasm</li> <li>- Lack of engagement across the entire team, technical, commercial etc</li> <li>- laziness</li> <li>- not an innovative country cultures</li> <li>- organisational environment</li> </ul>
<b>Change</b>	<ul style="list-style-type: none"> <li>- Change is hard work</li> <li>- change is seen as difficult</li> <li>- Change management is missing, how to get from point A to B isn't understood</li>   <li>- concept that people do not like change</li> <li>- Coping with change</li> <li>- doesn't capture all aspects of change</li> <li>- fear of change</li> <li>- humans are resistant to change</li> <li>- People adverse to change</li> <li>- reluctant to change</li> </ul>

<b>Strategy</b>	<ul style="list-style-type: none"> <li>- a lot of companies just don't think strategically</li> <li>- being comfortable in the market</li> <li>- don't see need</li> <li>- following bottom line instead of vision</li> <li>- if it is not broke don't fix it</li> <li>- Innovation does not have to be done just for innovation's sake</li> <li>- innovation is considered something outside of the business</li> <li>- Innovation not properly defined</li> <li>- innovation verses continuous improvement</li> <li>- Innovations not grounded.</li> <li>- inward looking organisation</li> <li>- lack of direction - in strategy</li> <li>- lack of ideas/strategy</li> <li>- lack of purpose</li> <li>- lack of short term results</li> <li>- mismatch between strategy and day to day activities</li> <li>- need crisis /desperation to innovate</li> <li>- not a core focus</li> <li>- not clearly defined</li> <li>- not considered part of the business</li> <li>- not enough understanding of strategy</li> <li>- poor understanding of what it actually is</li> <li>- rarely a kpi</li> <li>- short term focus</li> <li>- too incremental</li> <li>- unclear objectives</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>- lack of leadership skills</li> <li>- leaders as confused as followers</li> <li>- leadership not listening</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>- barriers to innovation</li> <li>- Change takes ENERGY</li> <li>- conservative mgmt</li> <li>- existing processes stop you from being innovative</li> <li>- expensive consultants hampering returns</li> <li>- Immediacy culture - not see results quickly</li> <li>- Internal marketing &amp; communication</li> <li>- Knee-jerk reactions</li> <li>- Lack of processes to support ideas</li> <li>- Lack of quick rewards</li> <li>- maintaining momentum after innovation theme</li> <li>- management don't support innovation</li> <li>- no defined innovation process</li> <li>- not maintaining the momentum</li> <li>- not part of the target ceiling</li> <li>- silo organisation</li> <li>- too many controls</li> <li>- too many processes</li> <li>- usually measured with profits which can be wrong</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>- aversion to take risk</li> <li>- companies scared of what people come up with</li> <li>- Fear of change</li> <li>- Fear of failure, do nothing at least means you won't make a mistake</li> <li>- Fear of open agendas</li> <li>- hard for people to take risks within organisations</li> <li>- Lack of risk management, what will happen if we do nothing</li> <li>- lack of understanding in role of risk management</li> <li>- People adverse to risk</li> <li>- we are not encouraged to take risks in business</li> </ul>

<b>Resources</b>	<ul style="list-style-type: none"> <li>- Change COSTS money</li> <li>- companies try to rationalise the costs and returns from innovation too much</li> <li>- lack of resources</li> <li>- not enough resources</li> <li>- people don't have the right tools</li> <li>- resources &amp; cost</li> <li>- resources for innovation</li> <li>- the process of getting resources bogs people down</li> <li>- under capitalisation</li> </ul>
<b>Time</b>	<ul style="list-style-type: none"> <li>- focus on the short term too much</li> <li>- lack of impetus</li> <li>- not priority</li> <li>- people are too busy</li> <li>- people can't step outside their day to day roles</li> <li>- people too bogged down</li> <li>- too busy think about day to day issues</li> <li>- too slow</li> </ul>
<b>Ideas</b>	<ul style="list-style-type: none"> <li>- don't know how to capture ideas</li> <li>- don't drill deep enough</li> <li>- Experience to take idea to fruition</li> <li>- idea generators don't know how to sell their ideas</li> <li>- Ideas are watered down over time</li> <li>- Implementation skills lacking</li> <li>- looking in the wrong place</li> </ul>
<b>Reward</b>	<ul style="list-style-type: none"> <li>- hard to reward people for innovation</li> <li>- lack of reward and recognition</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>- poor communication about innovation</li> <li>- innovation happens outside the workplace</li> <li>- not enough free breakfasts</li> <li>- The bigger the harder it is</li> </ul>

**Question 2**

***What should be done to create an environment where innovation of all types flourishes? How can we engage and inspire people and innovation?***

<b>Focus</b>	<ul style="list-style-type: none"> <li>- Create an external focus - on customers and environment</li> <li>- Customer/marketing focus</li> <li>- give them focus</li> <li>- Paint the scenario - start where you want to end up</li> <li>- provide focus</li> <li>- set framework to innovate</li> </ul>
<b>Tools</b>	<ul style="list-style-type: none"> <li>- demonstrate to people how to</li> <li>- expose people to creativity and innovation</li> <li>- give everyone a zing computer everyday</li> <li>- give them a tool to document the initiative in a way that it can be funded or supported</li> <li>- mind mapping</li> <li>- provide the tools</li> <li>- provide training and feedback</li> <li>- providing resources</li> <li>- Using technology</li> <li>- Using technology for customer voice</li> <li>- Want everyone to wear all the hats</li> <li>- you need to motivate staff by having good speakers or given them tools to think differently</li> <li>- zing!</li> </ul>
<b>Ideas</b>	<ul style="list-style-type: none"> <li>- A suggestion box</li> <li>- accept all ideas, format of discovery</li> <li>- all ideas are good ideas</li> <li>- container so that ideas are not lost</li> <li>- crazy idea</li> <li>- explore all options; let ideas take a life of their own</li> <li>- Genuinely welcoming every idea that's put on the table</li> <li>- have a process to reject ideas as well... keep people involved</li> <li>- have a talk to gather ideas</li> <li>- have ideas minutes</li> <li>- have ideas zones</li> <li>- support ideas</li> <li>- value contributions</li> </ul>
<b>Cross Pollination</b>	<ul style="list-style-type: none"> <li>- ask staff, customers, leaders what they want</li> <li>- bring in outsiders</li> <li>- collaborations</li> <li>- Cross connection - opportunities to interact with unusual people</li> <li>- Cross organisational innovation</li> <li>- diversify &amp; get all to participate</li> <li>- diversions</li> <li>- do it in the pub</li> <li>- Draw the customers into the business</li> <li>- get out of the office</li> <li>- get the customer involved</li> <li>- give them the opportunity to do some benchmarking</li> <li>- Have someone facilitate the process - from outside</li> <li>- hire some arts graduates</li> <li>- hiring people with different backgrounds</li> <li>- Immersion of people from outside the organisation</li> <li>- Include a mix of people, all [types] on the team</li> <li>- learn from others experiences</li> </ul>

<b>Time</b>	<ul style="list-style-type: none"> <li>- Allocate time</li> <li>- create time to think</li> <li>- Don't impose strict time frames</li> <li>- give people days to do their own projects</li> <li>- Give them the time to think</li> <li>- given them time</li> <li>- have an ideas day</li> <li>- have an ideas festival</li> <li>- have an ideas month</li> <li>- Incubating time</li> <li>- make it part of the working day</li> <li>- make time for innovative thinking</li> <li>- provide the space and opportunity</li> <li>- rethinking and time</li> <li>- set aside some time to do it</li> <li>- set timeframe</li> </ul>
<b>Thinking</b>	<ul style="list-style-type: none"> <li>- challenge present thinking</li> <li>- lateral not linear</li> <li>- Teach how to think</li> <li>- think of the problem from different perspective</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>- accept failure reward failure</li> <li>- allow experimentation</li> <li>- Be rewarded for taking risks</li> <li>- Being prepared to be bold and take risks</li> <li>- let them take risks</li> <li>- Reward failure- trying new ideas</li> <li>- take risks</li> <li>- willingness to make mistakes</li> </ul>
<b>Reward</b>	<ul style="list-style-type: none"> <li>- pay them for ideas</li> <li>- reward ideas</li> <li>- Reward innovation</li> <li>- reward people for creative idea</li> </ul>
<b>Incentives</b>	<ul style="list-style-type: none"> <li>- give them a formula one racing car</li> <li>- Incentives</li> </ul>
<b>Recognition</b>	<ul style="list-style-type: none"> <li>- ensure there is recognition</li> <li>- recognise new ideas</li> <li>- Recognition &amp; celebration of successful innovations</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>- allow budget for creativity</li> <li>- provide space and information</li> </ul>
<b>Process</b>	<ul style="list-style-type: none"> <li>- ask questions</li> <li>- don't criticise</li> <li>- get facilitators in</li> <li>- have a process to capture ideas</li> <li>- have some key milestones so that they see the progress of their creative efforts</li>   <li>- implement good ideas immediately</li> <li>- monitoring progress</li> <li>- rules on creativity</li> <li>- rules/no rules</li> <li>- There must be follow-up after the creative process</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>- captains of innovation; fabulous</li> <li>- Cutting the deadwood out, remove the black hat's</li> <li>- encourage people to speak out on any new concept</li> <li>- In the end don't allow the 2% of naysayer's to win in the end</li> <li>- innovation champions</li> <li>- Need to recognise the different roles required in the entire creative process</li> <li>- recognition/positive</li> </ul>

<b>Ownership</b>	<ul style="list-style-type: none"> <li>- give them ownership</li> <li>- find out who is interested</li> <li>- let ownership of outcome</li> </ul>
<b>Mentoring</b>	<ul style="list-style-type: none"> <li>- Don't cut down any ideas, everything is accepted</li> <li>- encourage them to ask why</li> <li>- mentoring: no question are silly</li> </ul>
<b>Listen</b>	<ul style="list-style-type: none"> <li>- listen to ideas</li> <li>- listen to people which invites their participation and ideas</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>- get senior management involved</li> <li>- lead by example</li> <li>- LEADER leading by example</li> <li>- leaders be creative themselves</li> <li>- leaders will innovate as part of their role</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>- Freedom of thought, the people must believe the company wants freedom</li> <li>- positive re-enforcement</li> <li>- Realistic expectations</li> </ul>
<b>Intrinsic</b>	<ul style="list-style-type: none"> <li>- celebrate creative wins</li> <li>- encourage ideas/innovation</li> <li>- get excited</li> <li>- Getting to know your staff</li> <li>- HAVE FUN</li> <li>- inspire</li> <li>- keeping it real</li> <li>- smile</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>- close smoking rooms and make then ideas rooms</li> <li>- Create a warmer mindset - opposite of a cold clinical environment</li> <li>- Create an environment where the normal rules don't apply</li> <li>- create in different environments</li> <li>- create the right setting</li> <li>- do some activities outside the office</li> <li>- do some fun things to get staff thinking differently</li> <li>- encourage fun in the workplace</li> <li>- have more fun</li> <li>- make it fun</li> <li>- organic pool of thinking i.e. it keeps growing</li> <li>- Space to disconnect - a space to go to</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>- celebrate</li> <li>- constructive feedback open lines of communication</li> <li>- encourage awareness</li> <li>- film people being innovative</li> <li>- Open a feedback loop</li> <li>- Open communications</li> <li>- publicly acknowledge success</li> <li>- tell everyone everyone's ideas</li> <li>- tell people it's the only value</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>- Welcoming challenge</li> <li>- breakdown barriers within the barriers</li> <li>- Take down the structural barriers</li> <li>- Identify the talent</li> <li>- include it in the appraisals</li> <li>- do a strategic assessment of organisation</li> <li>- don't call it innovation</li> <li>- solution based</li> <li>- create shared solutions</li> <li>- Expose &amp; share with external organisations</li> <li>- be flexible and then be more flexible</li> <li>- tap into their passions</li> </ul>