

# Creating the Innovative Organisation

## An exercise to test and apply your learned knowledge

Having explored the research and writings on Creativity and Innovation, now:

- Identify successful innovation implementation strategies based on your reading.
- Then develop a validated innovation strategy in one of the fictional organisations below.
- Consider – type of innovation needed, cultural aspects, incentives, people development, environment, leadership issues, processes, resources, etc
- Mind Map your thinking, then develop a plan to present to a potential audience

This exercise is one developed for use in a face-to-face or classroom situation, but can be a very stimulating and challenging one to try on your own, or with a small team.

Below you will find a number of fictional scenarios which ask you to consider the situation being laid out by a variety of organisations. Much of the detail is based on real examples of companies we have worked with, but changed slightly to protect the innocent.

Have a look at the various scenarios and pick one to consider. Using the information gathered from all your reading and thinking on creativity and innovation consider how these are embedded in an organisation. In short - how would you would respond to the challenge presented?

In class we normally give teams about 3 hours to work on this, and expect a fully developed PowerPoint (or similar) presentation to the fictional senior management team outlined in each scenario. It is always wonderful to see how well teams do in coming up with some great recommendations, and this confirms that they have indeed learned a lot from their literature search and thinking.

This can be a challenging activity, but very rewarding. There is no one right way to respond to these scenarios, and the purpose is to see if you can put into application some of what you learned doing your reading on the broad area of creative thinking and innovation.

Don't make too hard work of it, have some fun and see if you can connect this to your own situation.

Good luck

Bill

# Big Banking Group

## ICT Department

### Background

The Senior Operations Manager has been charged with championing innovation into this department of 750 people. Big Bank has a stated commitment to being innovative and is supported in the media by the Group Managing Director. The department has been through various change programs over time, such as Total Quality Management some years ago and recently ran a number of short presentations on Emotional Intelligence. The operation has about 300 computer operators spread around the country, 100 technical analysts, 100 business analysts, 75 call centre help desk staff, and the rest are various admin functions. 500 of these are located in the main operations office in Metropolis, with the rest spread in interstate offices.

### Structure

General Manager, ICT  
Senior Operations Manager (375 people)  
Senior Technical Manager (100 people)  
Senior Business Development Manager (100 people)  
Senior Admin Manager (165 people)  
Senior Planning and Architecture Manager (10 people)

### Departmental Mission

ICT is charged with supporting Big Bank goals through the provision of a leading edge Information and Communication Technology service, that is reliable 24/7 and to bring technology solutions to the group to ensure growth is sustainable.

### Your Task

You have been asked to come up with an Innovation Strategy and Implementation Plan for the ICT department. It is to be presented to the General Manager and Senior Management Team. You will have 15 minutes to make your case. Given that the team already believes they are innovative in a Technology sense, they are not sure what more needs to be done. However you are aware that while the department has advanced technology, the culture is essentially a process shop with staff turnover about 20%PA and they are operating much as they have done for the last 15 years.

The Senior Operations Manager senses that what is needed is a culture of collaboration and creative spirit, but he acknowledges that he needs your advice. He expects the senior team to be open to innovation, but they will want to know why you are making the suggestions you make. They will want to see evidence that what you're suggesting works, preferably with examples. The GM is a Harvard MBA and is impressed with well thought out recommendations based on solid research, but he is also looking for something unique and specific to his department. He wants ICT to be seen as truly innovative, not just the buyers of the latest technology and he believes that this requires that everyone in the department to become more innovative.

Have fun...

# Small Shoe Company

## Background

Small Shoe Company is located in a regional town of about 150,000 people and has about 350 workers who manufacture a unique Australian Made brand of shoes that is well regarded as the best quality and style in the work boot and casual shoe market. The company is over 100 years old and has always adopted the latest shoe making technology, but like is under real pressure to shift operations to Asia. The CEO believes this can and should be avoided and is hoping that creative thinking and innovation is the answer.

Their manufacturing processes are best practice, distribution through their own franchised store network and major department stores is strong and loyal, and there is no drop off in sales at this stage. However the company doesn't want to wait until they are under pressure.

## Company Mission

If the shoe fits, it's from Small Shoe Company where it is our mission to help you walk through life in comfort.

## Structure

CEO  
Manufacturing Manager  
Admin Manager  
Sales and Marketing Manager  
Planning and Technical Development Manager  
Quality Improvement Manager

## Your Task

You have been asked to come up with an Innovation Strategy and Implementation Plan for the company. It is to be presented to the CEO and Senior Management Team. You will have 15 minutes to make your case. Given that the team already believes they are innovative in a Technology senses, they are not sure what more needs to be done. However you are aware that while the company has good processes and technology, the culture is essentially a regional manufacturing shop. While they are not yet under severe pressure, it is only a matter of time before they will.

The CEO senses that what is needed is a culture of collaboration and creative spirit, but she acknowledges that she needs your advice. She expects the senior team to be open to innovation, but they will want to know why you are making the suggestions you make. They will want to see evidence that what you're suggesting works, preferably with examples. The CEO herself is a University of Metropolis MBA and is impressed with well thought out recommendations based on solid research, but she is also looking for something unique and specific to her company. She wants Small Shoe Company to be seen as truly innovative, not just the iconic shoe maker, and she believes that this requires that everyone in the company to become more innovative.

Have fun...

# New Technology Ltd

## Background

New Technology Ltd is a relatively new to the scene, having started on the West Coast in 2003. Based on a successful US model the company now has 75 people evenly spread into offices in several major cities across the country. The company provides new technology solutions to business, and its claim to fame is being able to understand and interpret a business' technology needs and then find them the solutions they need. They will then go on to assist in the procuring of the technology, including development of the tenders, handling negotiations and project managing installation. On occasion they will contract aspects of their work out and involve specialists, such as legal talent and targeted technology gurus to assist them.

The technology solutions they are charged to find may be Communications or IT based, but often go beyond this into Manufacturing industry machinery and robotics etc. They also look at leading edge IP and software etc that is associated with the technology. Business has been good for the company over the last three years with the company growing from the team of 5 partners and 7 initial staff to now having 7 partners and about 70 full time staff, as well as relationships with over 100 potential contractors.

## Company Mission

Bringing the technology you need into your business when you need it.

## Structure

CEO - Managing Partner

Director - Business Development (2 partners, 3 State Leaders, 12 staff)

Director - Business Analysis (2 partners, 3 State Leaders, 15 staff)

Director - Sourcing (1 partner and 3 Specialists)

Director - Delivery and Implementation (1 partner, 3 State Leaders, 30-40 staff)

## Your Task

You have been asked to come up with an Innovation Strategy and Implementation Plan for the company. It is to be presented to the Partners and Senior Management Team. You will have 15 minutes to make your case. Given that the team already believes they are innovative in a Business and Technology senses, they are not sure what more needs to be done. However you are aware that while the company has good processes and technology, the Managing Partner, feels that as the company continues to grow the maintaining an innovative culture will be vital.

She senses that what is needed is a culture of collaboration and creative spirit, but she acknowledges that she needs your advice. She expects the senior team to be open to innovation, but they will want to know why you are making the suggestions you make. They will want to see evidence that what you're suggesting works, preferably with examples. The CEO herself is a Beijing University MBA and is impressed with well thought out recommendations based on solid research, but she is also looking for something unique and specific to her company. She wants New Technology Ltd to be seen as truly innovative, not just another Hi-Tech wonder, and she believes that this requires that everyone in the company to become more innovative.

Have fun...

# De Ville Pharmaceuticals

## Background

De Ville Pharmaceuticals is a well established International manufacturer of a range of prescription only drugs, started by Lucas De Ville in Sydney, Australia in 1949. Its specialty area is remedies for stomach and intestinal problems and its number one product Flat-Less has proven highly effective in combating extreme cases of flatulence. In three years the exclusive Flat-Less patent will expire and it is expected that cheap copy alternatives will become readily available. Currently most manufacturing is still done in the suburbs of Sydney, but in recent year the company has been forced to use small plants in Thailand, India and South America to achieve a lower cost base.

With the impending loss of exclusiveness of the Flat-Less patent, there is pressure to move all manufacturing to low cost countries. This would clearly involve considerable cost and change, including the loss of more that 300 jobs, and there are questions on whether the company's processes, which are currently at world best practice standards, can be maintained. The Australian CEO, the grand-daughter of Lucas De Ville, believes this situation can and should be avoided and is hoping that creative thinking and innovation is the answer. And she knows this will need to go beyond the usual product R&D process.

## Company Mission

Life should be a gas - but there's no need to suffer.

## Structure

CEO  
Manufacturing Manager  
Admin Manager  
Sales and Marketing Manager  
Planning and Business Development Manager  
R&D Manager  
Quality Improvement Manager

## Your Task

You have been asked to come up with an Innovation Strategy and Implementation Plan for the company. It is to be presented to the CEO and Senior Management Team. You will have 15 minutes to make your case. Given that the team already believes they are very good at manufacturing, they are not sure what more needs to be done. However you are aware that while the company has good processes and technology, the culture is essentially a manufacture and sell operation. While they are not yet under severe pressure, it is only a matter of time before they will.

The CEO senses that what is needed is a culture of collaboration and creative spirit, but she acknowledges that she needs your advice. She expects the senior team to be open to innovation, but they will want to know why you are making the suggestions you make. They will want to see evidence that what you're suggesting works, preferably with examples. The CEO herself is an MBA and is impressed with well thought out recommendations based on solid research, but she is also looking for something unique and specific to her company. She wants the company to be seen as truly innovative, and she believes that this requires everyone in the company needs to be more innovative.

Have fun...

# Bayside City Council

## Background

Bayside City Council manages one of the largest city areas in the Greater Metropolis region, and encompasses a real mix of demographic, ethnic and social structural constituents. The council members are reflective of this with a couple of Blue Chip members, 3 non-Anglo Saxon members, and 3 local business people. The council is run by a CEO whose team of 9 senior managers has a staff of 450. Bayside City is considered to be a progressive planner and developer and there is a strong mix of up-market and low-cost residential properties, significant small shop areas, one major shopping mall, a number of recreational venues, with the beach area of significant attraction and even a light industrial area.

## Structure

Council Members – 9 elected members  
Council CEO  
Director – People & Community  
Director – Environment & Waste  
Director – Parks, Trees & Waterways  
Director – Planning & Building  
Director – Transport & Parking  
Director – Animals  
Director – Finance & Rates  
Director – Community Services (eg Libraries)  
Director – Administration & Human Resources

## Mission

Life is a beach and our Mission is to ensure everyone living and working in Bayside City raves about doing so.

## Your Job

You have been asked to come up with an Innovation Strategy and Implementation Plan for the Council. It is to be presented to the CEO and Directors Team and to Council later. You will have 15 minutes to make your case. The team already believes they are public servants reacting to the community and Council needs and they are not sure what more needs to be done. However the CEO feels that to deliver on its mission development of an innovative culture will be vital.

He senses that what is needed is a culture of collaboration and creative spirit, but he acknowledges that he needs your advice. He expects the senior team to be open to innovation, but they will want to know why you are making the suggestions you make. They will want to see evidence that what you're suggesting works, preferably with examples. The CEO is a New York University MBA and is impressed with well thought out recommendations based on solid research, but he is also looking for something unique and specific to his organisation. He wants Bayside City to be seen as truly innovative, not just a beautiful beach destination, and he believes that this requires everyone in the organisation to become more innovative.

Have fun...