

I^fnnovating RESULTS™

Workshop Outline

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Unit 1. Why *Innovating for Results*™?

PURPOSE

This unit introduces participants to the concept of and need for *Innovating for Results*™. It presents the three primary Mindsets displayed by innovative thinkers, and helps participants assess the extent to which they are comfortable with and currently using these Mindsets.

Content Overview

Today the world we live in is unpredictable and uncertain. The rules are different and changing constantly. What we need to know and do to keep ahead of the game is changing dramatically as well. Today we must turn the old thinking and rules inside out, upside down and backwards not only to survive, but to succeed and thrive!

Innovating for Results™ is the cornerstone for an organization's leaders and individual contributors who want to ride the waves of change with ease. The *Innovating For Results*™ workshop teaches participants how to work in partnership with, rather than in opposition to, the constant changes in today's competitive global marketplace. It provides them with the skills they need to pursue and support innovation, creativity, flexibility, risk taking, and other critical aspects of personal, professional, and organizational effectiveness. As a result, participants leave the workshop with a new Mindset, Skillset and Toolset, that will help them successfully overcome their most difficult and strategic challenges, as well as routine and short-term problems.

This first unit begins with an icebreaker activity in which participants select from paired sets of Unconventional Wisdom cards and discuss how the conventional and unconventional appear in their jobs. Participants are then asked to share something unconventional about themselves with their partner. Then, after the workshop rationale, objectives, and agenda are presented, participants are introduced to the first innovation Mindset: Partner with Change.

Outcome

When participants have completed this unit, they will understand that:

- *Innovating for Results™* is the ability to **challenge** conventional thinking and practice, and to **invent** and **apply** unconventional ideas in work and business.
- *Innovating For Results™* is grounded in three Mindsets that can help us excel as individuals, teams, and organizations in today's unpredictable, fast-paced, global economy.
- *Innovating for Results™* Mindsets are critical to addressing contemporary job, business, and organizational challenges ranging from “doing more with less” and “continuous improvement” to finding innovative solutions that delight customers.
- This workshop is a valuable opportunity to begin acquiring and applying *Innovating for Results™* Mindsets to work issues.

Unit 2. Partner with Change

PURPOSE

This unit explores what it means to tolerate ambiguity. It introduces the Partner with Change Mindset and provides participants with an opportunity to practice three skills for Partnering With Change. These skills are:

- Follow the “Surfers Rules” (in order to master Change).
- Plan on changing your plans (if you want to reach or exceed your goals).
- Stoke new ideas (if you want to stay ahead of the game).

Participants also discover the damage that “Firehosing” can do as a major barrier to Partnering With Change, and discuss ways to minimize its use, in organizations and personally.

Outcome

When participants have completed this unit, they will:

- * Be able to more effectively Partner with Change by:
 - Following the Surfers Rules to encourage innovation.
 - Changing their plans as circumstances shift and unfold around them.
 - Encouraging new thoughts and ideas before challenging them in order to ensure these survive and positively contribute to resolving challenges.
- * Be more sensitive to how “Firehosing” presents barriers to Partnering With Change, and be able to recognize and combat “Firehosing” from others when it occurs.
- * Be more knowledgeable of their personal use of “Firehosing” and be able to prevent themselves from “Firehosing” others.

Unit 3. Invent the Solution

PURPOSE

This unit explores what it means to take independent action. It introduces Invent the Solution as the second *Innovating For Results™* Mindset and gives participants the opportunity to practice three skills to Invent the Solution. These skills are:

- Thinking like a beginner
- Looking for exceptions
- Messing with success

Participants also discover how Sacred Cows present a major barrier to Inventing the Solution and learn that they must challenge the assumptions behind sacred cows.

Content Overview

To remain competitive, innovative organizations and the people in them must learn to **Invent the Solution**, developing breakthrough processes, products, and services that delight their customers. Research shows that people who are naturally innovative have a propensity for **independent action**, which means that they are willing to:

- **Overcome obstacles** — the barriers they face when going against conventional and comfortable ways of approaching problems and challenges.
- **Grow and learn** — remaining on the “leading edge” and do not become complacent, but must continue to restructure, refine, and improve their products and services.
- **Think in new ways** — Solutions often require new input, resources and approaches.

Innovators use three skills (among others) to help them Invent the Solution. First, they **think like beginners**, maintaining a fresh eye and open mind. Second, innovators **look for exceptions** — the “anomalies” — instead of relying on the familiar. They know that the exceptions to the rules are where they can make breakthroughs. Third, innovators always **mess with success**. They realize that being on top is transitory at best. Therefore, they continue to look for new and better ways to work and be productive. Innovators also recognize that “Sacred Cows” represent a major potential barrier to Inventing the Solution, and so they challenge any “Sacred Cows” that inhibit growth and progress.

This unit begins with an introduction to the Mindset to Inventing the Solution. Participants focus on the first Skillset - **Thinking Like a Beginner**. They learn two basic tools to keep a fresh perspective, “novice consulting” and “welcoming visitors”.

Next, participants learn four tools to use to discover exceptions: 1) odd couplings, 2) customer misuses and abuses, 3) examples from outside their industry, and 4) “happy accidents”. During this section, participants complete a “Yellow Pages” game in which they practice the skills involved in combining disparate elements to create new products and/or services.

Next, participants learn what it means to **Mess with Success** by re-addressing the product or service another group developed in the last exercise. They also identify “Sacred Cows” that are prevalent in their organization and develop ways to eliminate, or at least, manage them. Throughout the unit, participants complete a series of worksheets in which they identify how the Mindset of Inventing the Solution can help them approach their own current work challenge.

Outcome

When participants have completed this unit, they will:

- Understand that their own success today (i.e., staying competitive, satisfying customers, ensuring quality, and so on) depends upon their ability and willingness to take sensible risks, overcome obstacles, and continue to grow and learn.
- Be able to be more innovative by:
 - Thinking like a beginner, using the two key skills of novice consulting and welcoming visitors.
 - Knowing how to look for exceptions through seeking out odd couplings, customer misuses, key benchmarking, and happy accidents.
 - Constantly messing with success to make their product or service even better.
- Understand how “Sacred Cows” can become major barriers to Inventing the Solution.
- Be able to challenge and eliminate barriers when appropriate.

Unit 4. Take Smart Risks

PURPOSE

This unit explores how confidence, influence, knowing your facts and overcoming obstacles are essential to realizing innovation in the workplace that truly gets results. It introduces the *Innovating For Results™* mindset of Taking Risks, (Not Chances) and allows participants to explore the three skills for Taking Risks, (Not Chances). These are:

- Leveraging Your Strengths
- Doing Your Homework
- Selling Your Solution

The barrier of “Fear” presents a major personal obstacle to Take Risks (Not Chances). Several unconventional ways to rid oneself of “Fear” are examined.

Content Overview

In conventional wisdom innovators are often referred to as risk takers. This is only half correct. Innovators take smart risks. They don't just "roll the dice" and take random chances, they measure and compare and take calculated risks. The research on innovation is clear. Innovators as individuals are unique. In fact, that is precisely the key to their success: they have learned to capitalize on their own special combination of attributes and are able to remain passionate about what they do. They do not try to copy others or attempt to be what they are not. Innovators make the best of what they have, what they know, what they do, and who they are. Innovators have a strong belief in themselves, which gives them the confidence and courage to welcome, and even encourage, the myriad unknown challenges of today's global marketplace. They know that they can make a difference, and they intend to do so.

Innovators use three skills (among others) to help them Take Risks, But Not Chances. First they Leverage their Strengths. They focus their energy on honing and perfecting the attributes that make them successful, instead of trying to overcome the weaknesses that lead to mistakes and failures. They know that they can make their best contribution by concentrating on what they are good at and finding ways to ensure the weaknesses are inconsequential.

Second, Innovators do their homework about the things the want to accomplish. They possess a purpose for working beyond just doing the job well. They want to grow and learn. They know that commitment and enthusiasm are the behavioral keys to success. They know the history, research the trends and identify what is important to measure for success.

Third, innovators Sell Their Solutions. They know what their stakeholders care about and they research the benefits of the innovative initiatives they are trying to implement. They realize that their greatest reward is not compensation, but the satisfaction obtained from doing a really great job and meeting the needs of others.

This unit begins with an exercise that gets participants to appreciate the many attributes each has at his or her disposal. After this, participants turn to generating ways to research the facts and trends that impact their ideas, industry, and workplace. Then they learn to identify and focus on the benefits of implementing their ideas.

Finally, participants explore a barrier to Take Smart Risks that is prevalent in everyone's life - "Fear." They will identify their personal and organizational fears and work on finding solutions. Throughout the unit, participants continue to complete a series of exercises in which they identify how the skills of Take Smart Risks can help them approach a current work challenge.

Outcome

When participants have completed this unit, they will:

- * Increase awareness and appreciation for their particular strengths and how others see these strengths.
- * Understand how to use their past success to breed an attitude of success for the future.
- * Better appreciate the role that both the past and future play in the success of new ideas.
- * Have the skills to successfully implement innovation in the workplace.