

People Management Executive Seminar

Athens, 21/10/2010

boussias conferences



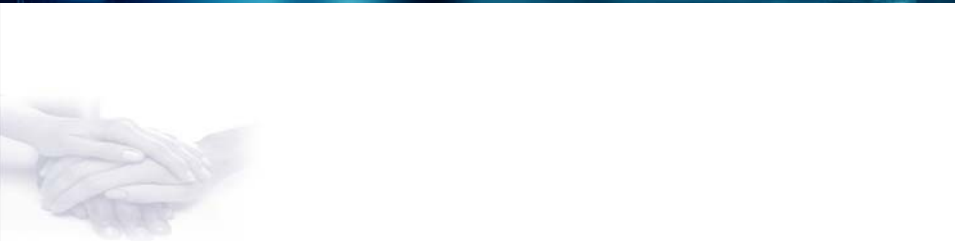
“How to facilitate Creativity & Innovation”

By: Emmanuel Perakis



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What is Innovation and what are its myths?

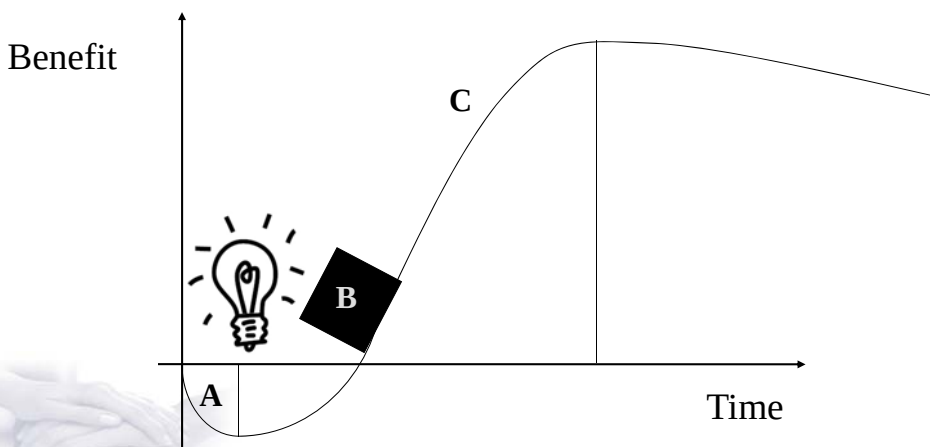


Innovation – What is it?

Innovation is the implementation of creative ideas (pattern breaking), in order to meet the organization's objectives, in a more effective way.



Innovation – The first mover might fail



Innovation – Does not exist by itself

Communicating

Training

Hiring

INNO~~X~~VATION

Selling

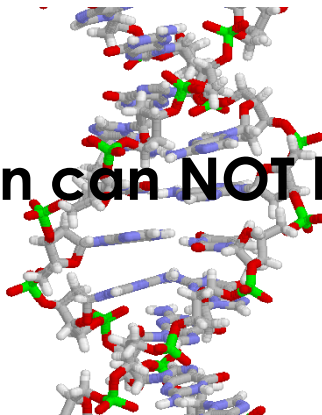
Building



...in an innovative way!!

Innovation - Let's buy it...

Innovation can NOT be bought



Innovation – It requires change...



Joseph Juran

“If you always do, what you
always did, you’ll always get,
what you always got”



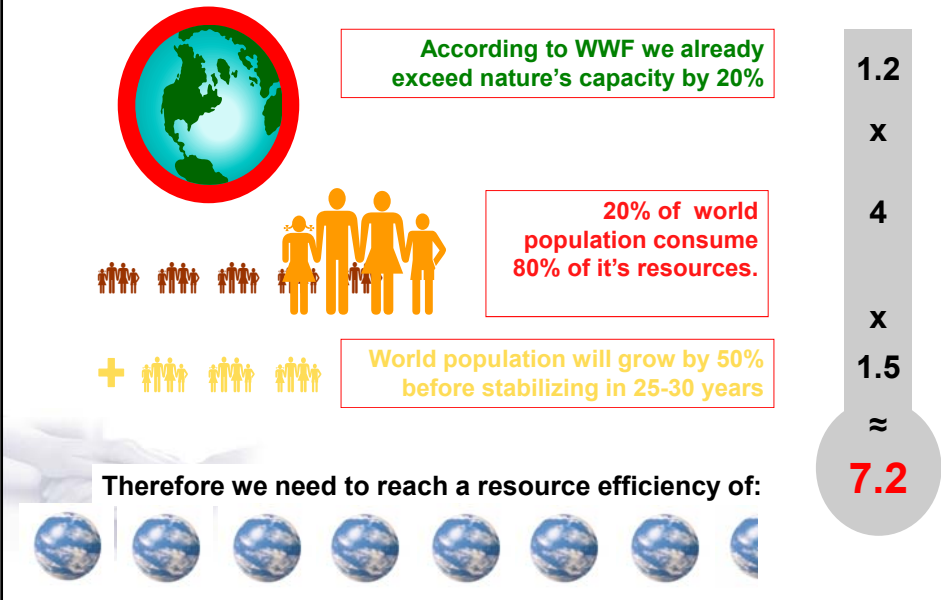
Why is it important and who
should facilitate it?



Innovation – People demand more



Innovation – The Earth demands more



Innovation – Companies demand more

Drive efficiency
and agility



- faster
- cheaper
- better

Build differentiators
to lock value



- larger share of pie
- sustainability of business model

Raise our revenue
ceiling

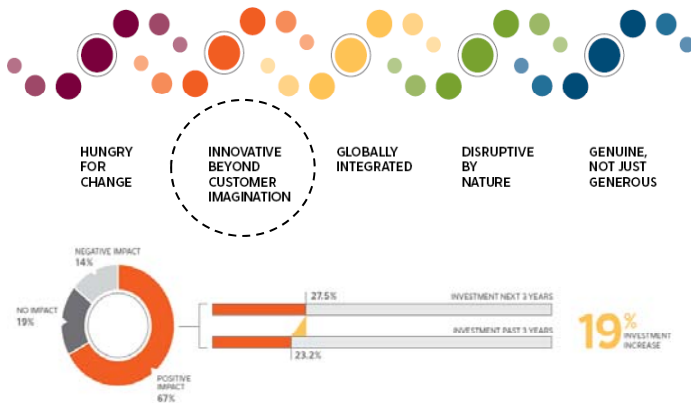


- bigger pie
- 'more eggs in more baskets'



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CEO Study – Future Enterprise



Source: IBM Global CEO Study 2008 / 1,130 CEOs



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CEO Study – Importance

Top leadership qualities
CEOs cite creativity as the most important leadership quality over the next five years.

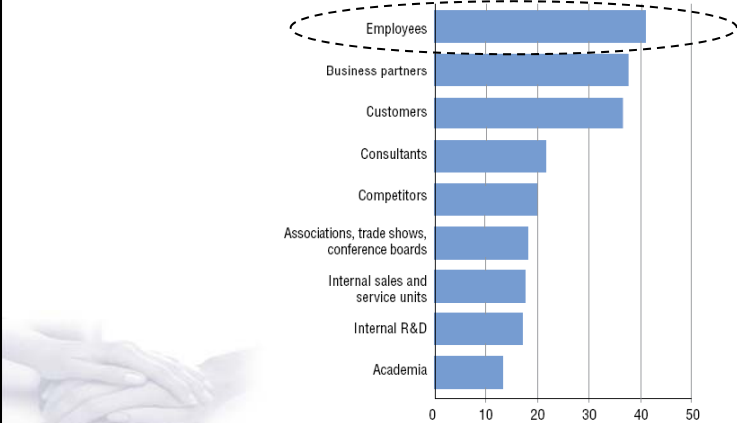


Source: The Global CEO study 2010 - IBM



CEO Study – An HR issues

Figure 10. Most significant sources of innovative ideas.
(Percent of respondents)



Note: Respondents could select up to three choices.

Source: The Global CEO study 2006 - IBM





Which are the areas of Innovation?



Innovation areas

- Products (and services)!
- Business models ?
- Organisation ?



Products



Business Model – Revolution

- Started in 1976
- 8.2 million customers of which 97% women
- 20,000 employees
- Turning the system up side down



Business Model – Evolution



Knowledge



Environment



Communication



Shopping



BOP



DANONE

BOP

Organisation - Virgin's corporate values



1. Think differently.
2. Two fingers up at the big boys
3. Screw it, let's do it.
4. Consumer champion.



Organisation – Utilising technology



1. **Life Priorities** – What matters most
 2. **Workplace Motivators** – The hidden factors that make people perform
 3. **Workplace Behaviors** – How people approach their work
 4. **Ideal Workplace** – Critical elements that make people thrive.
- Understood what motivates their best performers
 - Designed rewards and bonuses that fit their hidden motivators
 - Ensured retention of their best people
 - Assembled teams that work well together
 - Managed people day to day

Organisation – Enron's way...



Fortune named Enron "America's Most Innovative
Company" for six consecutive years.



How can companies facilitate Innovation?



A bad systems will beat a good person

A good idea but...

Against company policy...

All right in theory...

Be practical...

Don't start anything yet...

It needs more investigation...

It's not in the budget...

Its not part of our job...

Lets make a survey first...

That's not our problem...

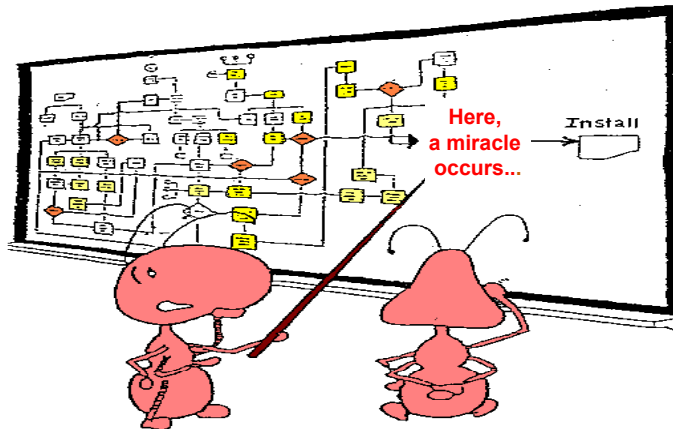
We have been doing this for a long time and it works...

Let's create a committee...

We have never done it that way...



Let's pray for it...



Well done!
But shouldn't we be a bit more precise at this point ?

...or facilitate it

1. Hiring
2. Inspiration and Alignment
3. Diverse stimuli
4. Work conditions
5. Personal activity
6. Unofficial activity
7. Serendipity



ItoYokado



Google
Maps



3M



1. Hiring



Steve Jobs



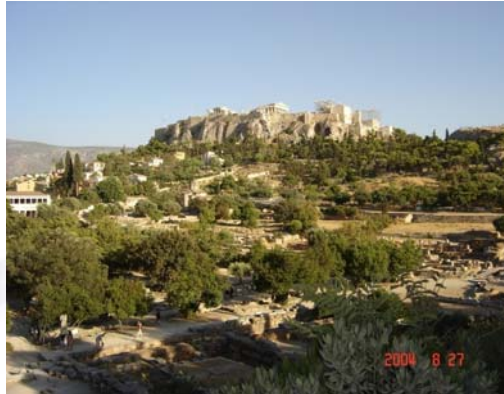
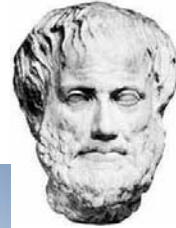
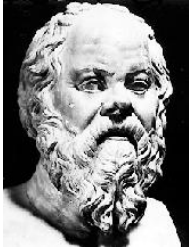
**"A people hire A people,
B people hire C people,
and C people fire A people."**



1. Hiring – Would you?



2. Inspiration and Alignment



2. Alignment

Ito Yokado



Nelson Mandela

“Vision without Action is merely dreaming,

Action without Vision is merely passing time,

Vision with Action can change the world”

2. Inspiration and Alignment



"To be the best information bridge between buyers and sellers in our markets, regardless of channel, time or location".

1. Simple

2. Systematic

3. Holistic



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3. Diverse Stimuli



1. Foster useful conflict

2. Rotate employees

3. Provide information

4. Employee interaction

5. Span of control

**"You only find oil,
if you drill wells."**

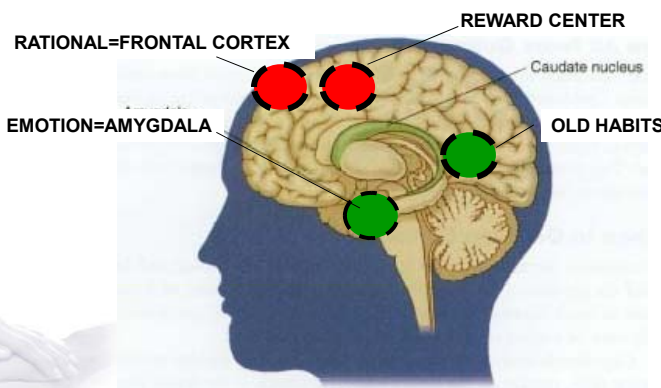
Source: S.Stern, A.Robinson, Corporate Creativity



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4. Work conditions and stress







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5. Personal activity



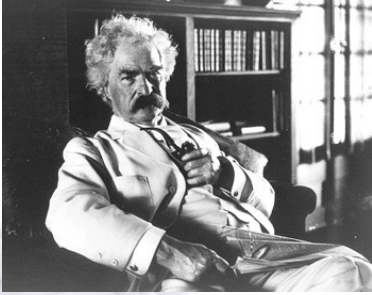
- Reach everyone
- Easy to use
- Follow-up
- Document ideas
- Intrinsic motivation

System	Suggestion/employee	Adoption rate	Average reward	Average net savings/employee
Intrinsic	18.5	89,7%	3.88	1.922
Extrinsic	0.16	38%	458	335



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6.Unofficial activity



Mark Twain, 1835 - 1910

« In the real world, the right
thing never happens,
in the right place,
at the right time! »

Source: S.Stern, A.Robinson, Corporate Creativity



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7.Serendipity



Fortunate accident
&
Sagacity



Source: S.Stern, A.Robinson, Corporate Creativity



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What is the point to
remember?



W.Gretzky

“Go to where the
puck is going, not
where it’s been”



Thank you for your time!

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