

2019 Teaching and Learning Conference

INSPIRE | TRUST | EDUCATE

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Keynote Presentation

Designing and Embedding an Innovation System for Your Organisation

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#VDCTL19



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ENTERPRISE INNOVATION CREATIVITY

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Does This Add Up?

Creativity + Innovation = Choice



Looking?

“I was seldom able to see an opportunity
until it had ceased to be one”

After Mark Twain



Entrepreneurship

A capacity for risk management
not
reckless speculation.



Mindset

Entrepreneurship is a process of **becoming**,
it is not a state of being.



Mindset

The **only** constant is change.



Mindset

The process of **CREATING** or **SEIZING** an opportunity & **PURSUING** it regardless of the **RESOURCES** under your control.



The way we think

Things happen,

Things happen for a reason,

This leads to a system where everything fits
therefore,

The world is rational, logical, deterministic and well
ordered!



The way it really is

We live and operate in an imperfect world.

The market place is chaotic & out of control.

It is in this chaos that uncertainties arise.

It is in this chaos that **opportunities** arise.



Remove your blinkers

Look for and understand that gaps occur.

The tool, innovation aids you to take the opportunity and maximise your choices.

Have we become complacent and accept that a linear approach is the only way?

Is it too late?



Can this be true?

Expect the unexpected ~ opportunities are everywhere.

Self perpetuating myths ~ How can administration be innovative?

Management style and culture have a major effect.



Are you ready for the first step?

creativity

ideas

thinking



Stop doing and start **thinking**



You are paid to produce,
are
You paid to think or feel?



How is your thinking?

Often,

- Lacks constructive energy
- Has no design
- Has no creativity
- Positions people as adversaries



Thinking about thinking

- Moves you to a proactive position
- Modifies behaviour without attacking it
- Supports change
- Encourages creativity
- Drives quality



It is OK

- To think and be creative at work
- Use your intuition
- To practice thinking – it is a productive exercise
- Embrace creativity – opportunities abound
- Record and share all that is creative – you never know.



Relentless success

Innovation.....

Again and again and again and again



Are you doing this at work?

- Best practice and quality.
- Aggressive uptake of leading edge technology.
- Continuous incremental improvement & adoption of technology.
- The development of new capabilities & original ideas.



And probably this?

Highest level of commitment

Appoint / anoint a champion

Create

- an innovation team
- the milestones
- the plan, strategies and tactics.



This is always happening?

- An atmosphere of energy & urgency
- Institutionalise creativity & lateral thinking
- Measure, celebrate & reward
- Maintain the passion.



OK , so how to make it happen



Not negotiable

- CEO's do not necessarily lead innovation they drive it. They get involved at key points, creation & launch.
- Big picture goals are the drivers not specific targets in innovation.
- Innovation is not a separate strategy, it must be linked to the corporate goals.



For the plan to succeed

- A project champion is vital.
- A learning culture is essential.
- Multiple sources of information is vital for innovation.
- People who challenge conventional wisdom are needed.



We are all now thinking

- Do new ideas fit with our vision and skills?
- The new idea does not have to be a world beater!
- Can capture value from the new idea?
- What is the cost of not pursuing the idea?



This is not new

- Innovation is not a quick fix, however, rewards are often immediate.
- Adopt a long term view for competitive advantage.
- It can be taught & it is not rocket science!
- We have the technical & management skills.
- *We can have the innovation skills.*



Three measurements

achievable

measurable

repeatable



The plan

- Plan & implement a strategy of innovation.
- Establish strategic purposes for mission, goals & objectives ~ push to the “limits”.
- All management to create the vision for the firm & the staff.
- Leadership for the effective management of change ~ education, training & action visible to all!



Step two

- Establish innovation objectives & measure.
- Focus on the market and the customer.
- Learn how and when to lead the customer
- Innovative “products” to have performance hurdles, be ruthless!
- Speed up “Ideas to Market” process.



Step three

- All individuals, teams and products to have innovation performance milestones, evaluate as soon as possible.
- Develop attitude & behaviour of holding creative people & their contributions in high esteem!
- Encourage by example, new ideas & the taking of measured risks.



Step four

- Reinforce the value that you are part of an innovative organisation.
- Place a high value on change & make it part of the organisations culture.
- Celebrate & reward success as soon as possible.



Step five

- Develop structural mechanisms for innovation e.g. cross-functional teams.
- Institute innovation programs / centres.
- Develop an effective structure for evaluating ideas.



Step six

- Develop a system for rewarding creativity & innovation.
- Develop an innovation management system.
- Establish various types of celebrations for creativity & innovation performance.
- Lead by example, expect all to take responsibility.



Step seven

- Develop an attitude (across the organisation) that with innovation some mistakes are acceptable - *Not too many!*
- Teach managers to manage creative people



Step last

- Establish the attitude & behaviours that show staff they are vital to the innovative process.
- Establish a program for recruiting idea people.
- Train all in creativity and problem solving.
- Provide time & environment for creativity & reflection.



Do you think you are brave enough?

- Recruit people who can generate ideas, they are the idea / innovation champions.
- Train people to be creative, use creativity processes.
Encourage & provide time for reflection.
- Provide space that is conducive to creative thinking.



Is your organisation brave enough?

- Be proactive, create new ideas, respond to change when needed.
- Continuously create the new and refine the old.
- Begin a knowledge management program.
- Develop the organisation's learning capabilities.



The driving force?

Organisation

Team

Environment

You





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