Innovation in a Team Environment

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Innovation and Creativity

• Individually reflect on
  – Key features and how to cultivate innovation and creativity in a team environment
  – Record your ideas
• Turn to the person next to you
  – Exchange ideas
  – Develop a list to share with whole group
• Whole Group discussion
Guide to Increasing Innovation
Amabile & Khaire (2008)

- If you’re trying to enhance creativity:
  - Remember that you are not the sole fount of ideas
  - Enable collaboration
  - Enhance diversity
  - Map the stages of creativity and attend to their different needs
  - Accept the inevitability and utility of failure
  - Motivate with intellectual challenge
Ideas from the Innovators

Bring them together

SMM involves between 300 and 360

and managers. But when

and innovation centers or
designations. Here,

have become a

and speed, and

Jettran (100%)

Make sure at the top

08:45

50%

Clear Facts for a Hazy Process

Companies frequently use

with blood

influence

The Enemies of Innovation

Lack of direction

Lack of resources

28%

22%

20%

24%

21%

18%

18%

Where Innovation Resources Are Going

The largest share of innovation

reservoirs. The commission's

A Global Pulse of Innovation

Apple and Google's

worldwide, but

focal points:

from different

also

Research in Motion

Indicators

http://www.businessweek.com/magazine/content/06_17/b3981401.htm
Jeong Kim – Director Bell Labs

- "There are people in the hedge-fund and financial sectors who have made so much money," he says. "But what have they created? What value?"

The goal of the innovator, as he sees it, is to have a positive impact on your company, your country, and yourself.

- By his estimation, Bell Labs' value is in its critical mass – a lot of researchers in close proximity, sharing insights and expertise. But he also points to two earlier Bell Labs inventions: "Remember, the transistor was invented by three people, not 30,000. The laser was invented by two."

Jon Gertner, Fast Company, February, 2008
http://www.fastcompany.com/magazine/122/mad-scientist.html

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Serious Play

Prototyping Innovation Collaboration

Prototyping is probably the single most pragmatic behavior the innovative firm can practice

Innovation is more social than personal
"Innovation’ isn’t what innovators do....it’s what customers and clients adopt."
– Michael Schrage

http://www.businessweek.com/magazine/content/04_20/b3883001_mz001.htm
Time, April 2005
http://www.stanford.edu/group/dschool/big_picture/our_vision.html

The innovation journey is a nonlinear cycle of divergent and convergent activities that may repeat over time and at different organizational levels if resources are obtained to renew the cycle, p. 16.
IDEO – Deep Dive Video

ABC News
Nightline - 7/13/99

Available From
ABC News Store
www.abcnews.com


IDEO – “The Deep Dive”

IDEO has been identified as America’s Leading Design Firm.

IDEO’s special ingredients:
- Teams
- Culture
- Methodology
IDEO – “The Deep Dive”

Viewing Perspectives:
- Teams
- Culture
- Methodology
- Videographer

“THE DEEP DIVE”
Five Days at IDEO
Components of IDEO process

- Creation of “Hot Teams”
- Brainstorming
- Rapid Prototyping
- Observing & Listening from Customers
- Thinking of products in terms of verbs, rather than nouns

IDEO’s Teams

- Named “Hot Teams.”
- Multidisciplinary.
- Group leader is assigned based on their abilities to work with groups.
Seven Secrets for Better Brainstorming

1. Sharpen the focus
2. Playful rules
3. Number your ideas
4. Build and jump
5. The space remembers
6. Stretch your mental muscles
7. Get physical

Playful Rules
- One conversation at a time
- Stay focused on the task
- Encourage wild ideas
- Go for quantity
- Be visual
- Defer judgment
- Build on the ideas of others
IDEO's Culture

- Employees design their own working areas.
- Employees have interest and skills to work with a wide range of people.
- No hierarchies.

Build Your Greenhouse

- Building Neighborhoods
- Think Project, Think Personal
- Building Blocks
- Inspiration from Adversity
- Prototype Your space
- Create a Team Icon
- Watch Your Body Language
- Simple Team Space
- Hierarchy is the Enemy of Team Space
- Give Your Workers a View
- Tell Stories
- Make Your Junk Sing
Build Your Greenhouse

Building Neighborhoods

- Areas of Congregation
  - Lounge / Common Area
- Mainstreet
  - Forced Interaction
- Need for Privacy
  - Quiet Areas
  - Individuality

Five steps to IDEO’s innovation

- Understand the market/client/technology/constraints
- Observe real people in real situations
- Visualize new-to-the-world concepts & ultimate customers
- Evaluate & refine prototypes
- Implement new concept for commercialization
IDEO’s Method

Observation | Brainstorming | Prototyping | Implementation

- user desirability
- business viability
- technical feasibility

Insights and opportunities
Implementation

www.ideo.com

Ideo Brainstorming

Observation | Brainstorming | Prototyping | Implementation

- Customer Response
- Market Potential
- Feasibility

Opportunity | Execution

- One Conversation at a time
- Quantity is key
- Use Visual Aids early
- Aggregation of Ideas

1. Duration: Limit Time to an Hour
2. Don’ts: No Presentations, Nor a time to poll employees, and not about swanky retreats.

How to Kill Brainstorming

- The boss speaks first.
- Everybody gets a turn
- Experts Only – diversity trumps expertise
  - Kelley’s Rule: 1 person who can build things, 1 with customer experience, and a sci-fi nerd.
- Off Site
- No Silly Stuff
- Document Everything

http://www.qualityoflife.org/ich/IDEO/IDEO.cfm

IDEO’s Innovation Methodology

Source: http://www.mediawerk.ch/nerve/category/visual-literacy/
Innovation is the adoption of a new practice in a community - Denning & Dunham (2010)
1. What is the distribution of innovations?
2. Did it change over time? If so, how?
3. Where does your innovation fit?
Technology

Three definitions of technology (Arthur, 2009)
1. A means to fulfill a human purpose
2. An assemblage of practices and components
3. The entire collection of devices and engineering practices available to a culture

Three fundamental principles (Arthur, 2009):
1. All technologies are combinations
2. Each component of technology is itself in miniature a technology
3. All technologies harness and exploit some effect or phenomena, usually several

Innovation Resources

Innovation Resources

Additional Perspectives on Innovation:


