

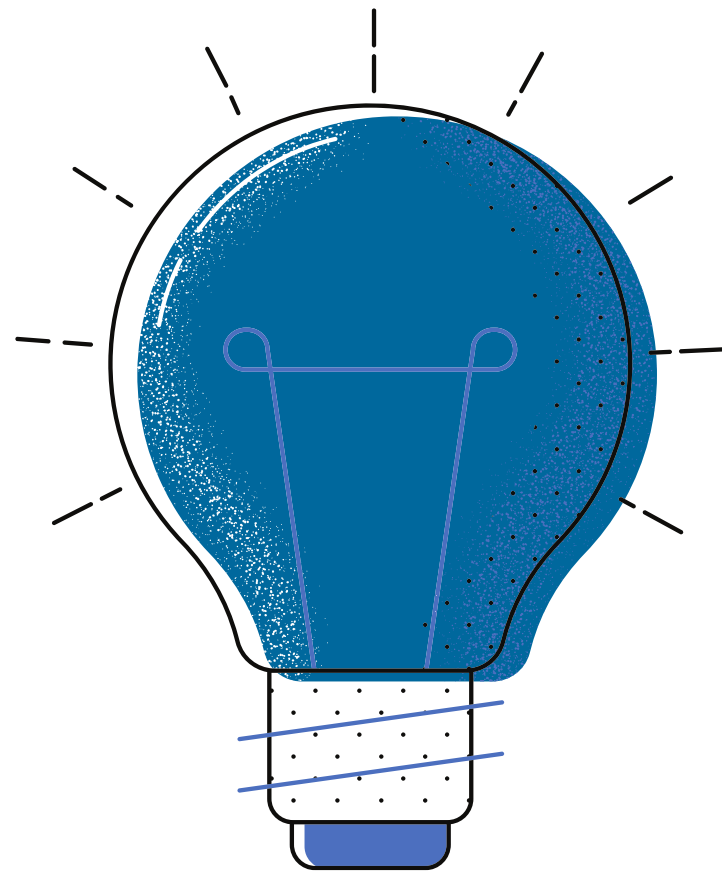
MARK **S** KENNY

Cultivates Innovation

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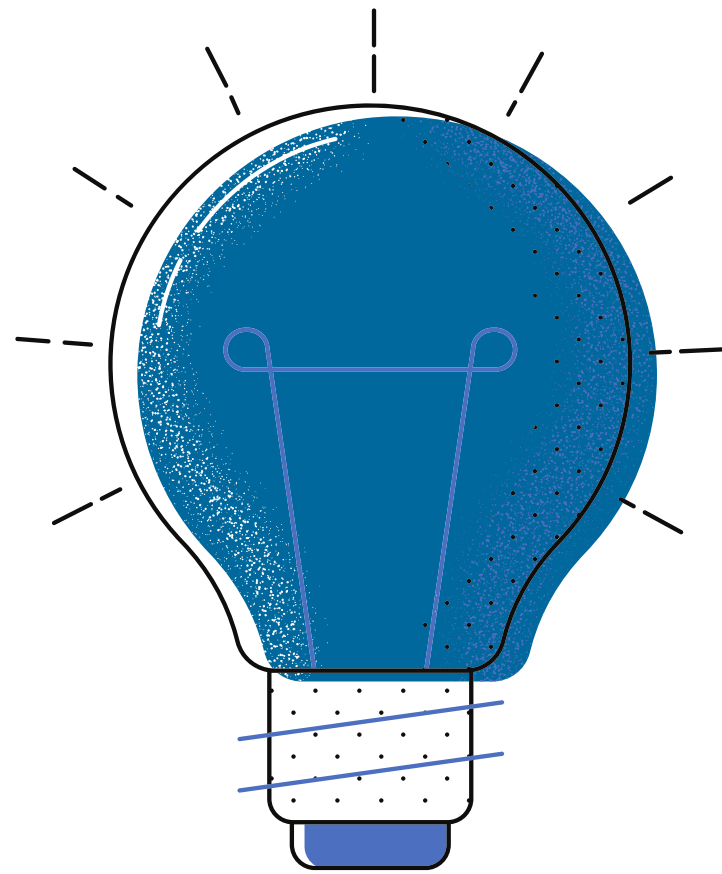
In Pairs

What gets in the way of improving how work gets done?



In Pairs

What's something in your work that you could improve, even if nothing else changed?



Cultivates Innovation

Creating new and better ways for
the organization to be successful.

Cultivates Work: Skilled Behaviors

- ✓ Comes up with useful ideas that are new, better, or unique
- ✓ Introduces new ways of looking at problems
- ✓ Can take a creative idea and put it into practice
- ✓ Encourages diverse thinking to promote and nurture innovation

Cultivates Work: Less Skilled Behaviors

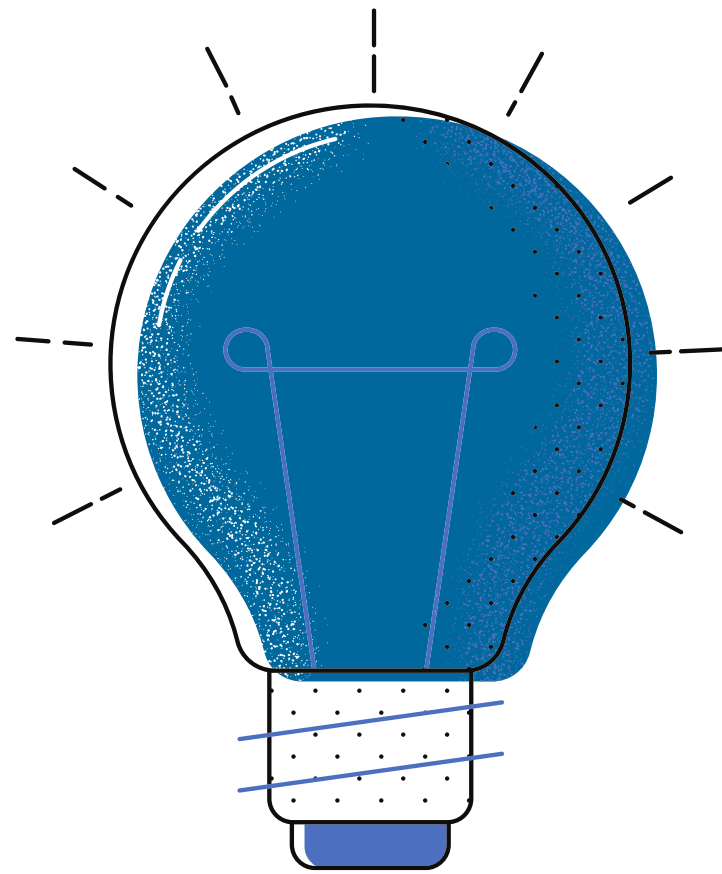
- ✓ Stays within comfort zone rather than experimenting with new ways
- ✓ Presents ideas that are ordinary, conventional, and from the past
- ✓ Tends to be critical of others' original ideas
- ✓ Has a style that discourages the creative initiatives of others.

Cultivates Work: Possible Causes of Lesser Skill

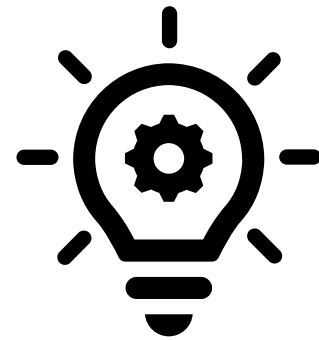
- ✓ Cautious; risk averse
- ✓ Not open to new ideas
- ✓ Narrow perspective
- ✓ Not market/customer savvy
- ✓ Complacent with what is
- ✓ Lacks knowledge about process
- ✓ Doesn't value innovation
- ✓ Not curious
- ✓ Limited creativity toolbox
- ✓ Slow to change and act.

On Your Own

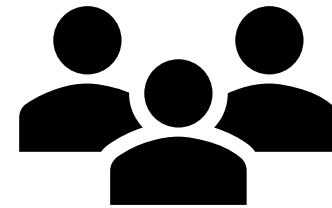
What tends to hold *you* back from improving things?



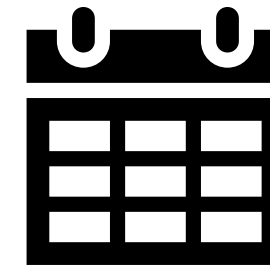
Our Agenda



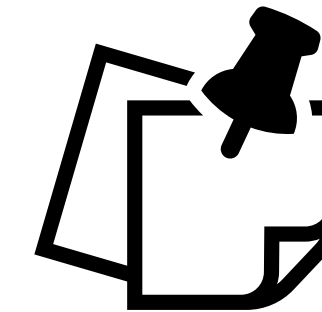
The Innovation
Loop



Getting Others
on Board

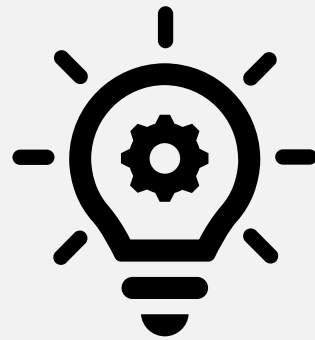


Making
Innovation a
Daily Habit

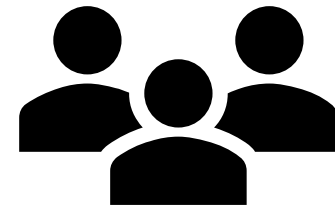


Commitments
and Wrap-up

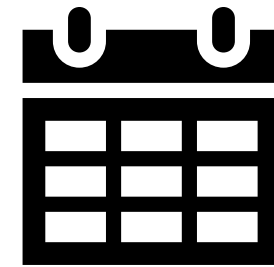
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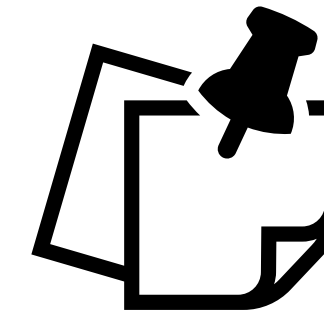
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Getting Others
on Board



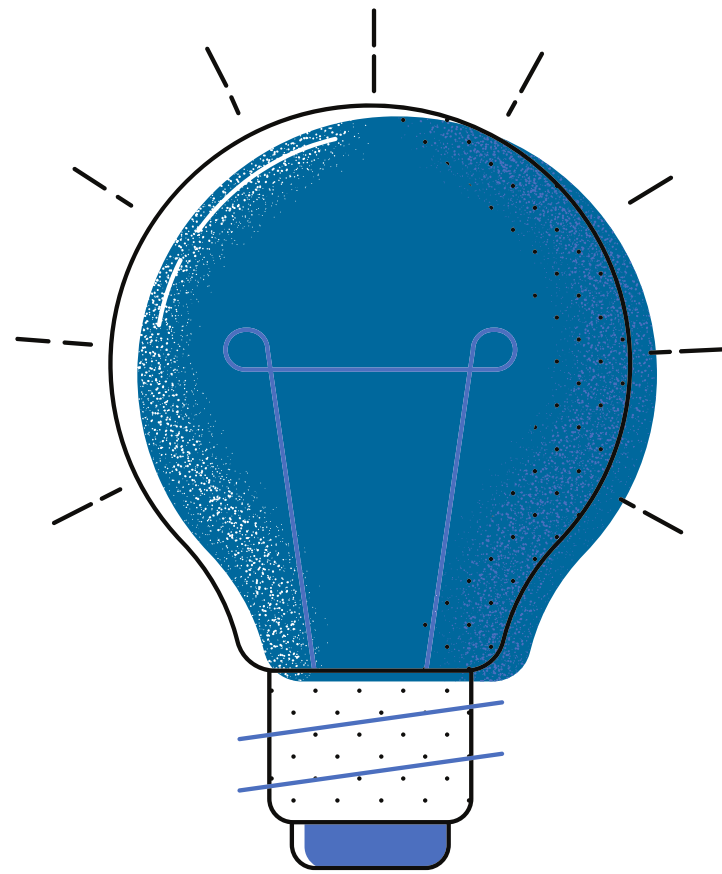
Making
Innovation a
Daily Habit



Commitments
and Wrap-up

Get in Groups of 3

With people in similar roles.



The Innovation Loop

Step 1:
Choose a
Problem

The Innovation Loop

Step 1:
Choose a
Problem

- Notice where work feels harder than it should
- Look for friction, delays, or repeated issues
- Stay within your lane (something you can influence)

Ask:

- What in my day-to-day work frustrates me, slows things down, or doesn't work well?

The Innovation Loop

Step 1:
Choose a
Problem

On Your Own:

What's something in your day-to-day work that frustrates you, slows things down, or just doesn't work well?"

- ◆ 1 challenge per sticky
- ◆ Write 1-2 problems

The Innovation Loop

Step 1:
Choose a
Problem

In Your Group:

Each person quickly shares “what’s the challenge” and “why it matters.”

- ◆ Choose one problem to work on as a group.

The Innovation Loop

Step 1:
Choose a
Problem

Step 2:
Understand
the
Problem

The Innovation Loop

Step 2:
Understand
the
Problem

- Don't solve yet, get underneath it
- Identify root causes, not just symptoms
- Challenge your assumptions

Ask:

- What's actually causing this? What else could be contributing?

The Innovation Loop

On Your Own:

On new stickies, write root causes and assumptions you may be making.

Step 2:
Understand
the
Problem

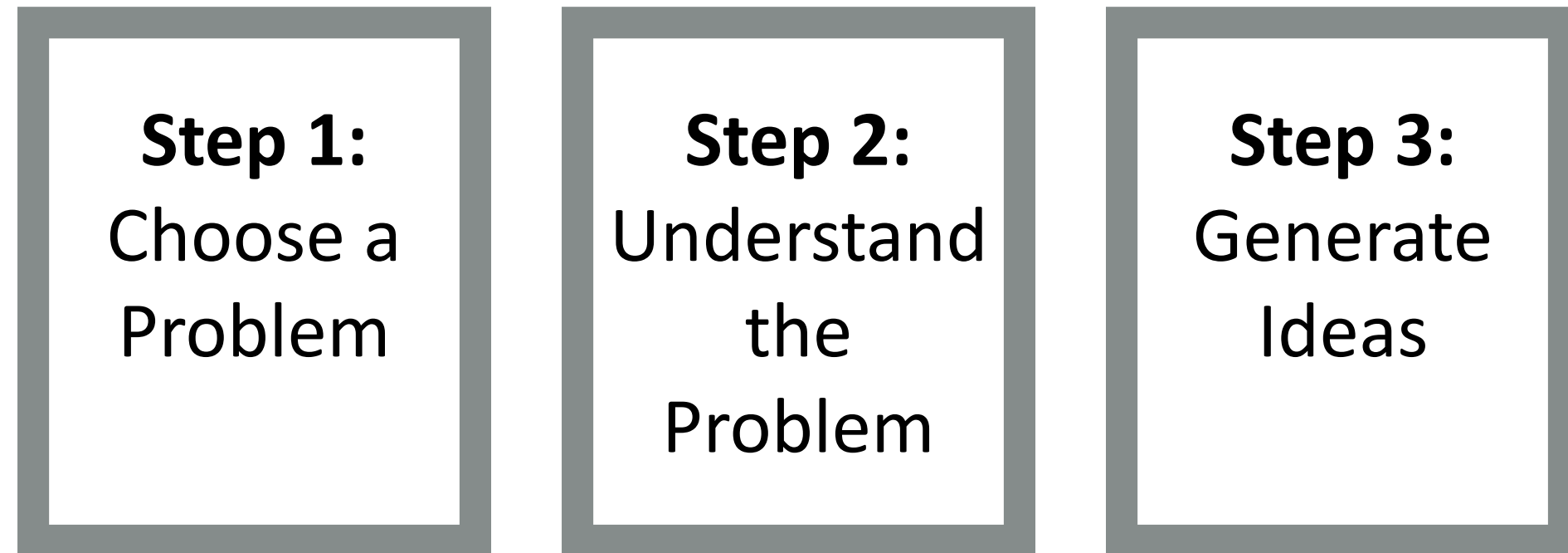
The Innovation Loop

In Your Group:

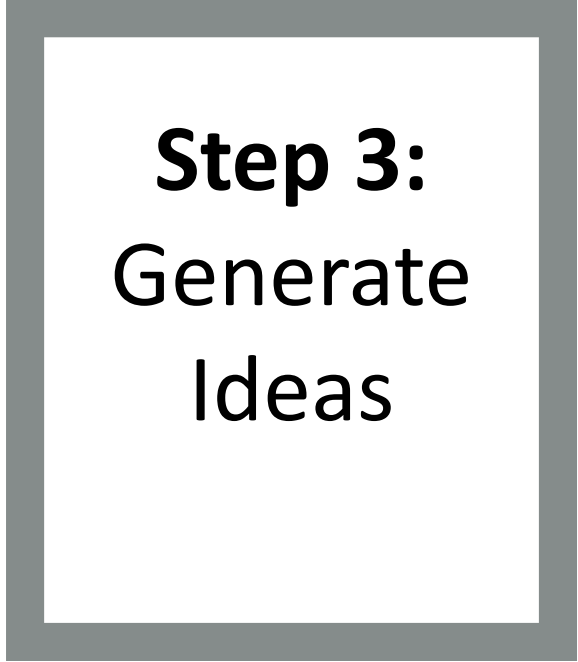
Share your root causes and assumptions, then ask:
“what else could be causing it?”

Step 2:
Understand
the
Problem

The Innovation Loop



The Innovation Loop



Step 3:
Generate
Ideas

- Aim for quantity over quality
- Write one idea at a time
- Don't judge or filter yet

Goal: At least 5 to 7 ideas

Ask:

- What are different ways to make this easier, better, or more consistent?

The Innovation Loop

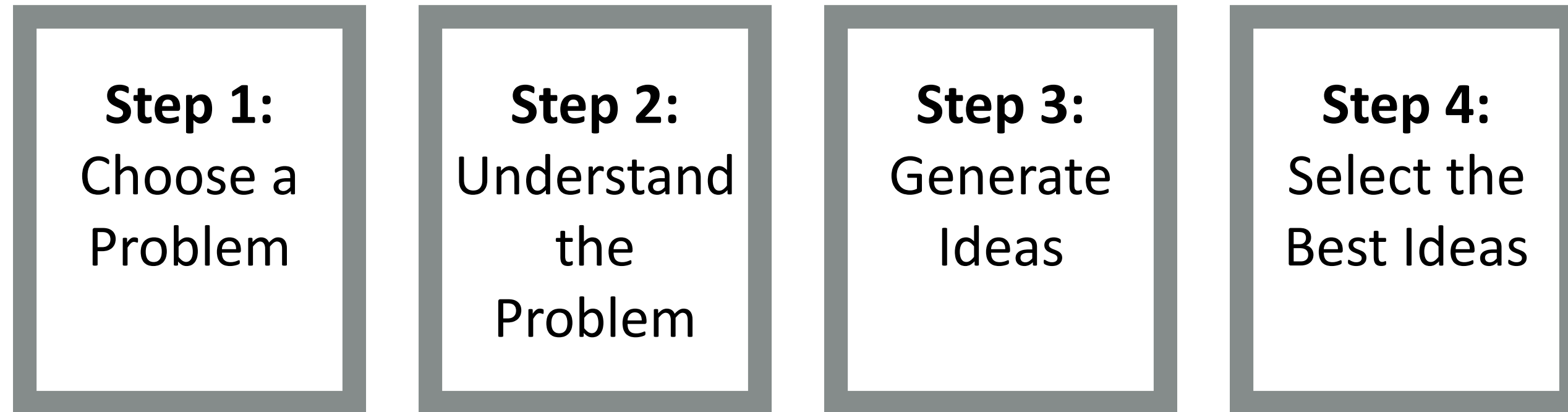
Step 3:
Generate
Ideas

On Your Own:

On new stickies, what are different ways you could make this easier, better, or more consistent?

- ◆ 1 Idea per sticky
- ◆ At least 5 ideas per person

The Innovation Loop



The Innovation Loop

Step 4:
Select the
Best Ideas

- Look for ideas that are practical, impactful, and realistic
- Choose a small number to focus on

Ask:

- Which of these would actually make a difference if we tried it next week?

The Innovation Loop

Step 4:
Select the
Best Ideas

In Your Group:

1. Each person shares their ideas.
 2. Sort ideas into: most practical, most impactful, most interesting / unexpected.
 3. Select the top 5.
- ◆ Realistic in your environment
 - ◆ Improves something meaningful
 - ◆ Not all from one person
 - ◆ At least one of them should feel uncomfortable

The Innovation Loop

Step 1:
Choose a
Problem

Step 2:
Understand
the
Problem

Step 3:
Generate
Ideas

Step 4:
Select the
Best Ideas

Step 5:
Test It

The Innovation Loop

- Pick one idea to try
- Make it small and specific
- Focus on action, not perfection

**Step 5: Test
It**

Ask:

- What's one step I can take right away?

Make It Work

- You don't need more freedom, you need to use the freedom you already have

Small improvements, done consistently, create real change

The Innovation Loop

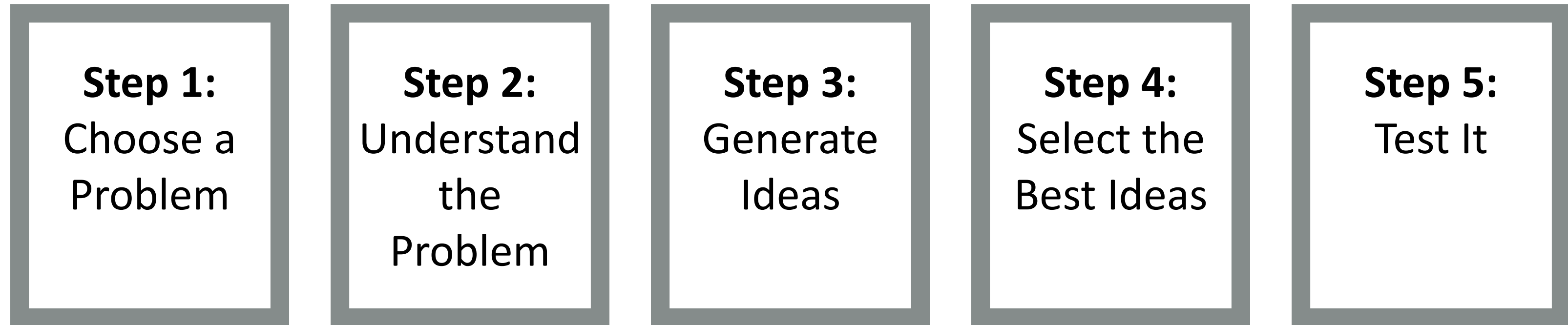
**Step 5: Test
It**

In Your Group:

Out of the ideas your group surfaced, circle the one you'll actually try.

- ◆ Make it specific and small

The Innovation Loop



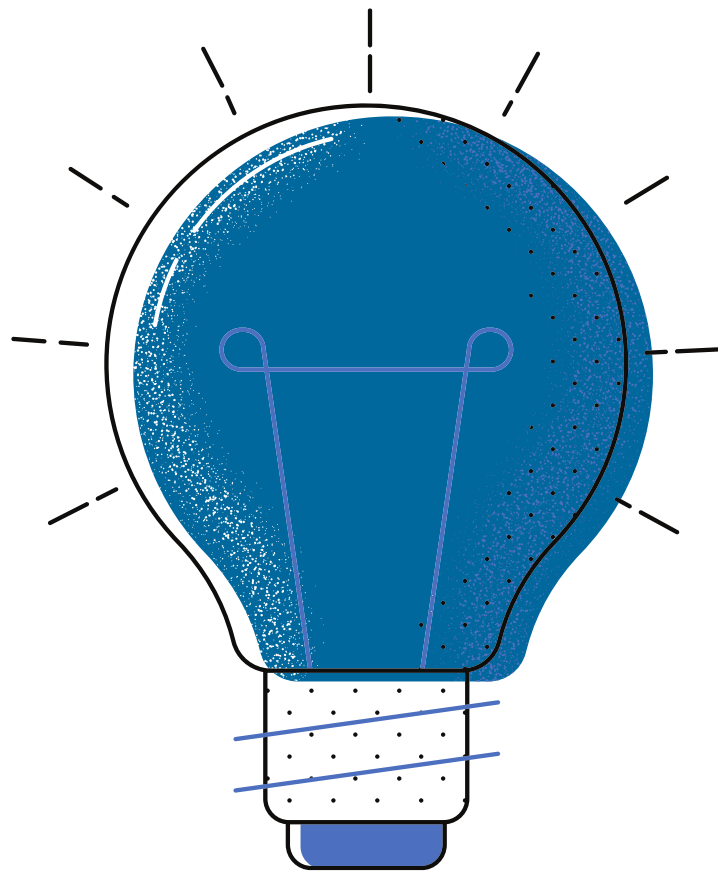
On Flipchart Paper Write:

Your problem

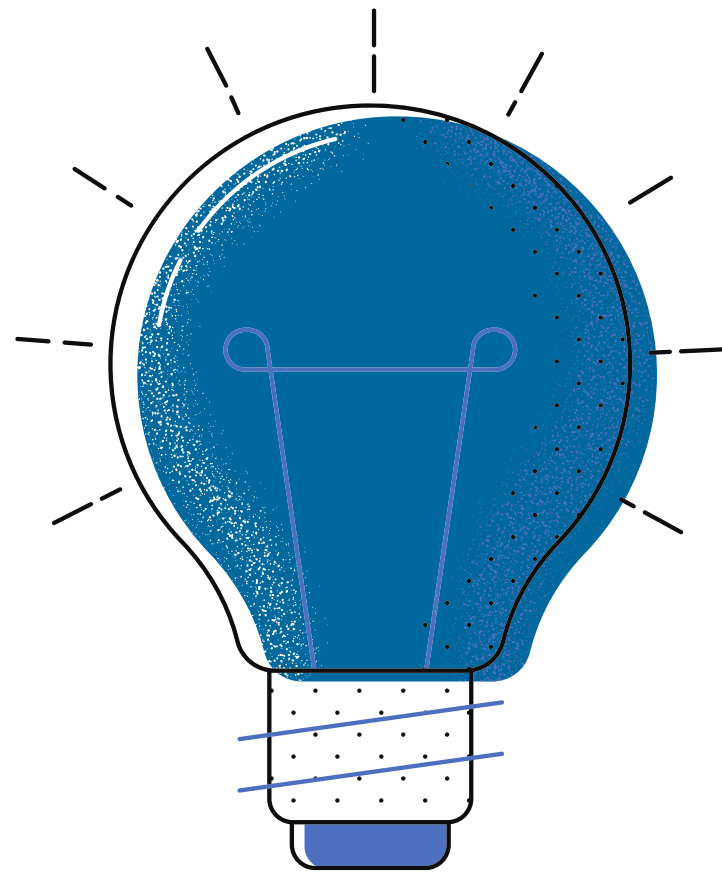
Your top 5 ideas

Circle your top idea

Make this clear enough that someone from a completely different area can understand it.



Borrowed Brilliance



On sticky notes or directly on the chart write:

New ideas

Improvements

“What if...” suggestions

- ◆ No criticism, only add, expand, improve
- ◆ Don't repeat what's there. Improve.

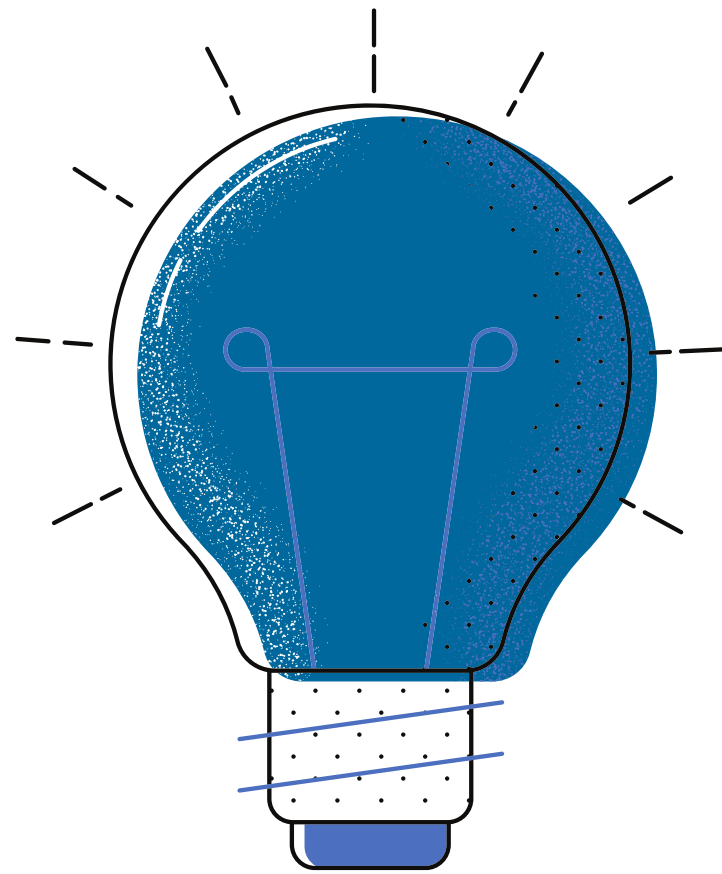
In Your Group

Answer these questions:

What did others see that we didn't?

What improved our thinking?

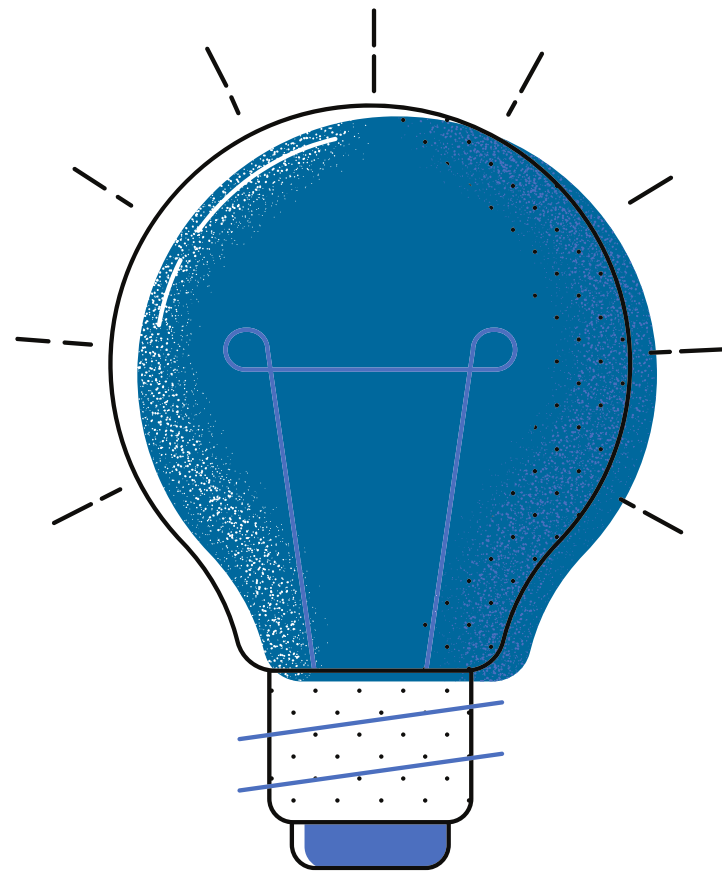
What would we adjust?



In Your Group

Adjust your top idea

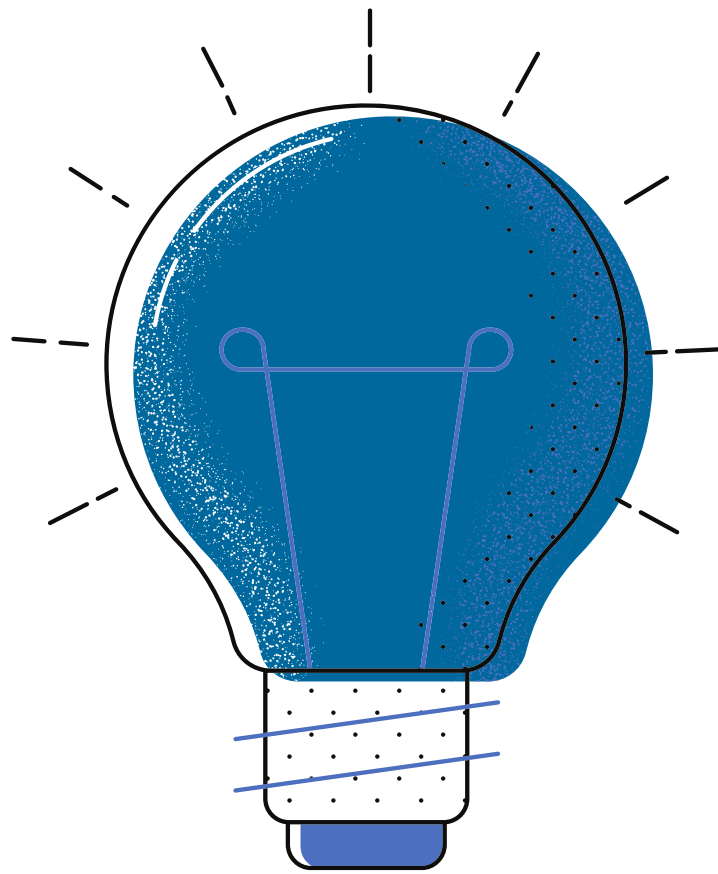
Or select a better one based on input



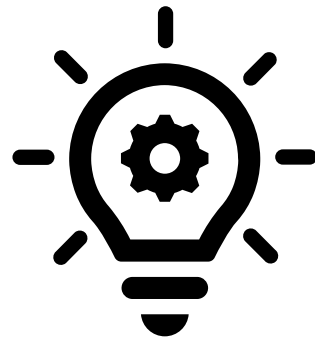
On Your Own

Take what your group worked on and improved.

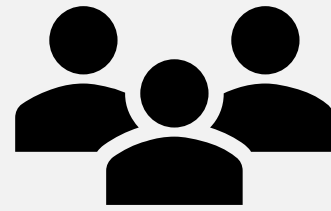
What's one version of this you could apply in your own work?



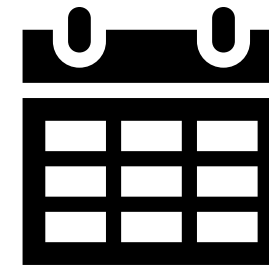
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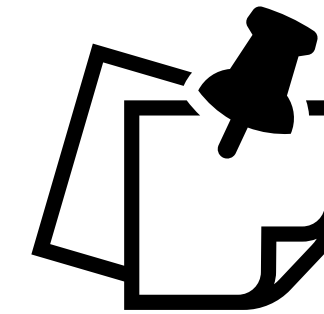
The Innovation
Loop



Getting Others
on Board



Making
Innovation a
Daily Habit

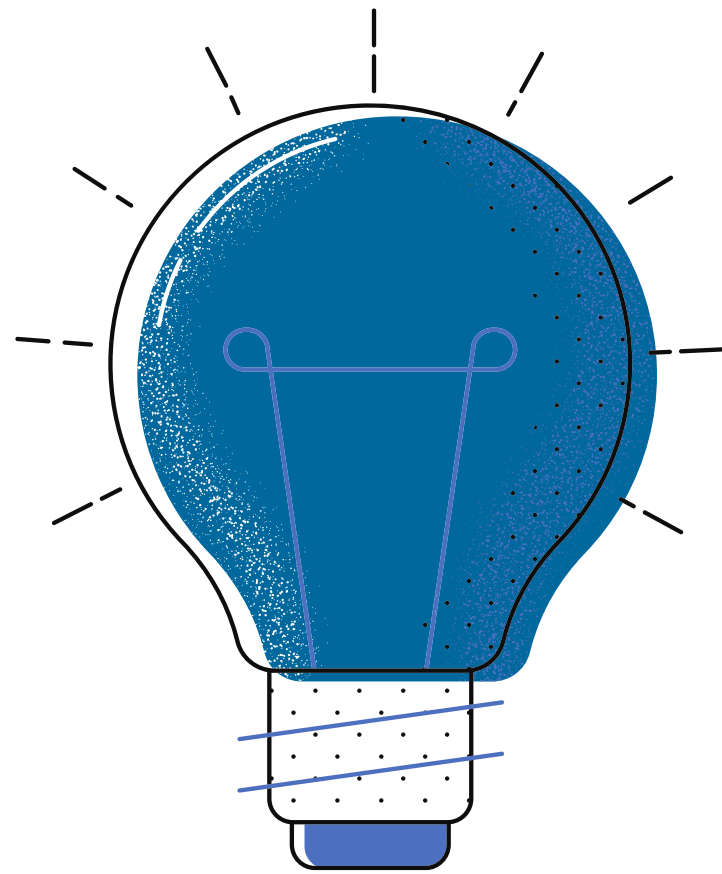


Commitments
and Wrap-up

Simple Influence Strategies

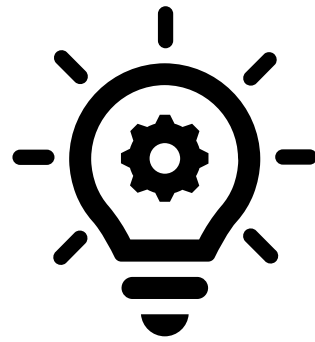
In Your Group

Take your idea and answer these questions:

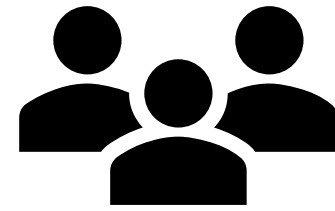


1. Who do I need on board?
2. What do they care about?
3. How will I involve them early?
4. What's the smallest version I can ask for?

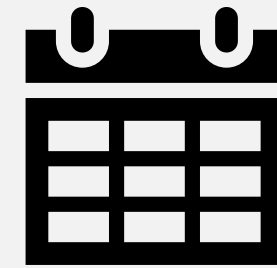
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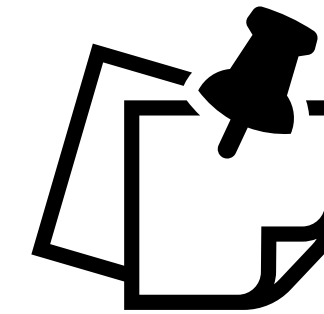
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Commitments
and Wrap-up

The 1% Habit

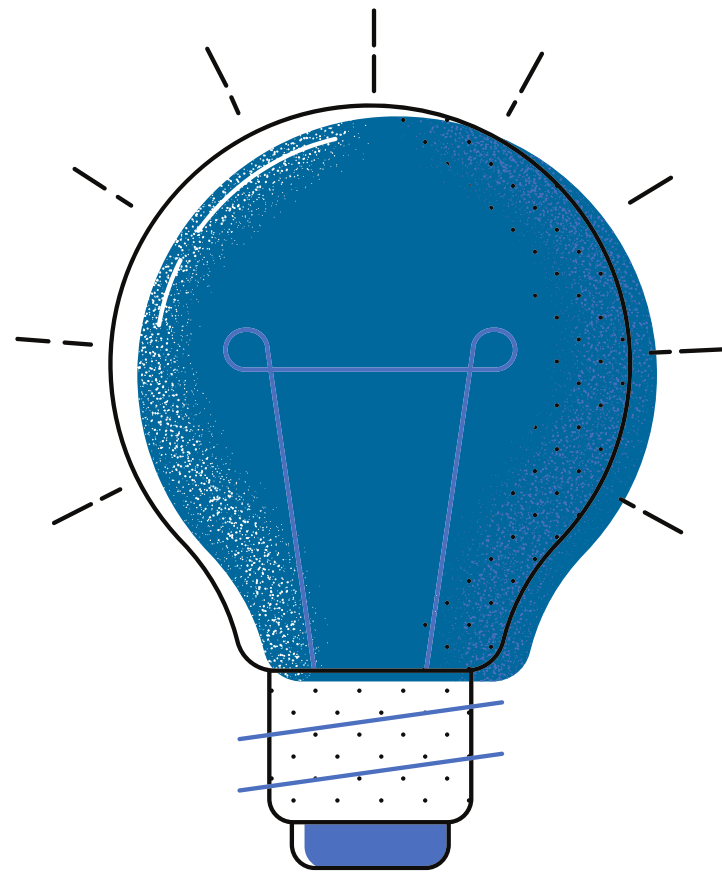
ASK: What's one way I can improve this by 1%?

- Pick one area
- Come up with at least 5 ideas to make it 1% better
- Push past the obvious
- Keep it small and within your control

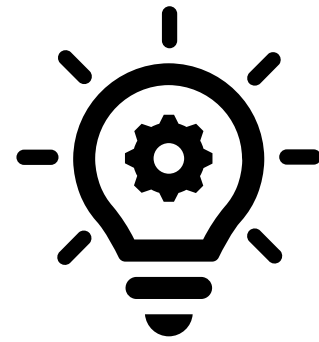
On Your Own

Pick one area of your work.

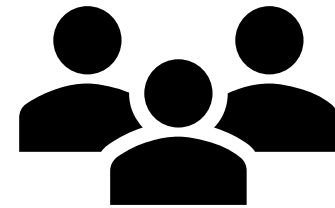
Write 5 ideas to make it 1% better.



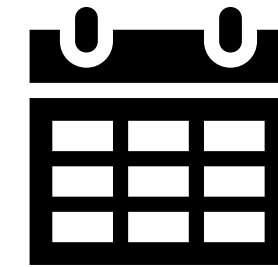
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Getting Others
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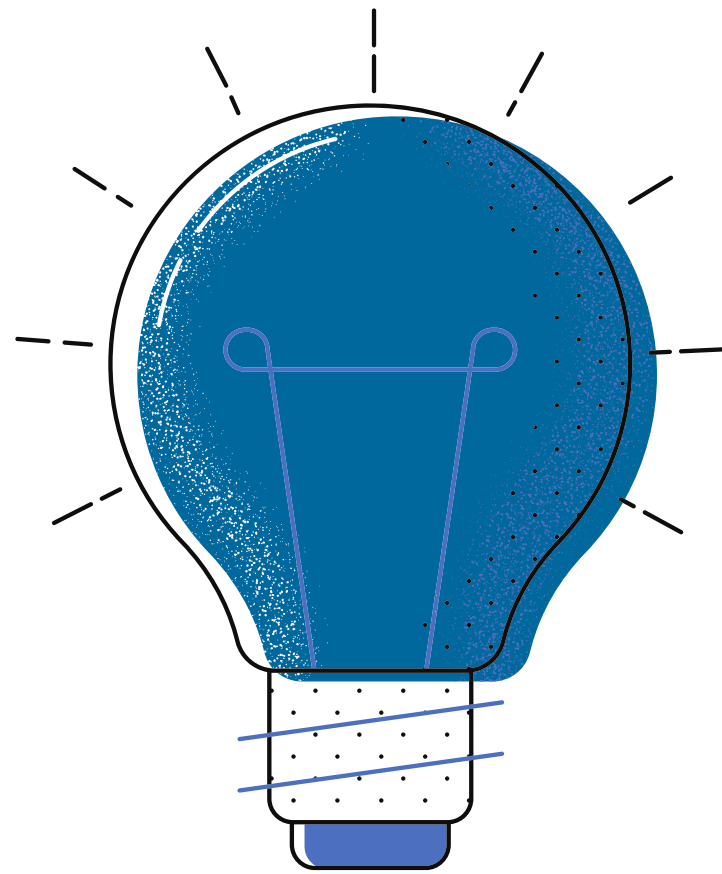


Making
Innovation a
Daily Habit



Commitments
and Wrap-up

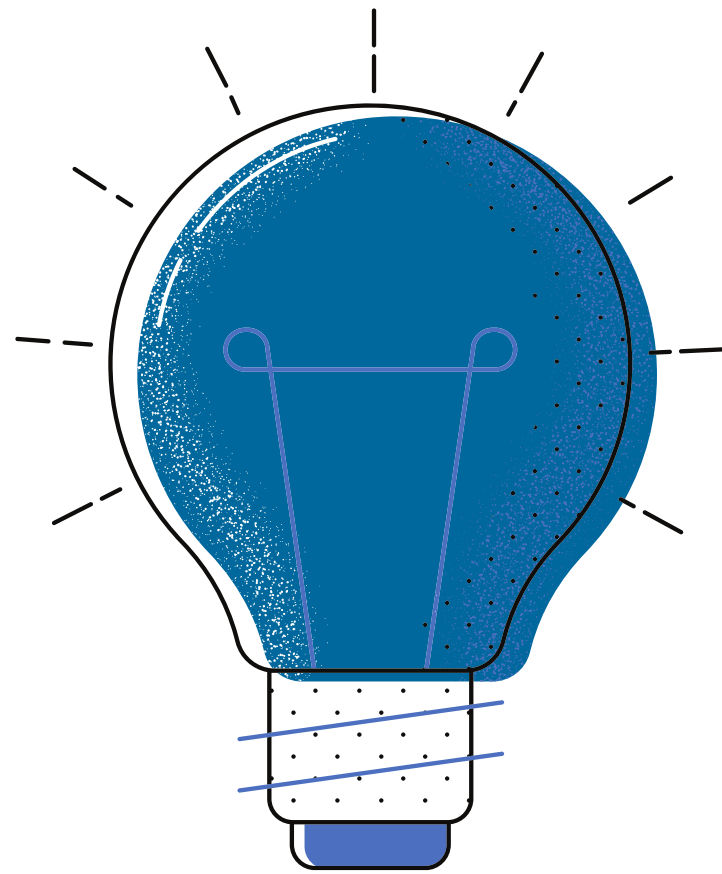
Takeaways



On your own, write down the following:

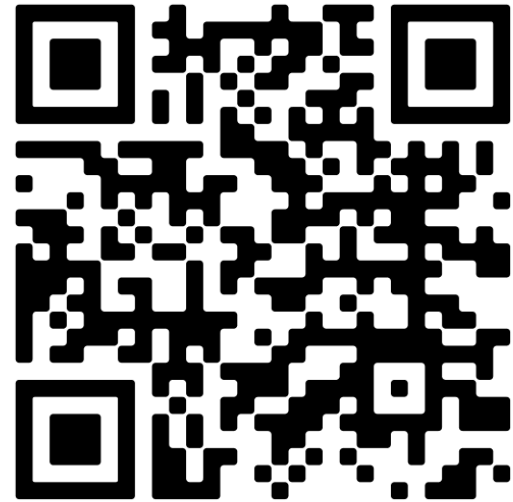
1. One insight you want to remember from today.
2. What part of the innovation process will you try first?
3. Who do you need to involve?

Takeaways



Share what you wrote down with 2 other people:

1. One insight you want to remember from today.
2. What part of the innovation process will you try first?
3. Who do you need to involve?



Sign up for
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