Building the capacity to innovate

Katrina Pugh, EY, Columbia University, LYRASIS Board Member

http://sps.Columbia.edu/ikns
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Topics

► What’s innovation?
► “The what and the we”
► Exercise
► Innovation is not linear
► Innovation ecology
► Today
Innovation: What is it?

▶ A **combination** of ideas, models, contexts and applications that solves a new or existing problem in a novel way.

▶ It persists because it interacts.
Innovation leaders fail when they fail to collaborate

Language
Process
Reflection
Politics
“Walk the talk”

LYRASIS members get it

- **Language**: “Label” and “translate”
- **Process**: (Co)generate solutions
- **Practice**: Mobilize partners
- **Reflection**: Keep the pulse
- **Politics**: Cross the boundaries
- **“Walk the talk”**: Model the way
Innovation thought leaders

Bridging the “what”

Andy Hargadon, University of California Davis Entrepreneurship

Social Integration the “we”

Vijay Govindarajan, Dartmouth, Tuck's Center for Global Leadership
Information Management

The “what” (It’s about meaning)

Access, Use/Innovate (search, subscribe, get and apply, create)

Capture (e.g., elicit, record, codify)

Organize, Store (e.g., tag, store in media)

Source: Katrina Pugh, “Sustainable Communities: 10 CSFs for Keeping the Faith,” IBM Syn.chrono.us blog, 2010 http://synchorono.us/social/blog.nsf/dx/07192010091946AM5LIHMX.htm
Collaboration

The “we” (It’s about interaction)

Get (Demonstrate measurable value)
Feel (Build confidence, trust, get “networked”)
Act (e.g., Transfer knowledge)

Source: Katrina Pugh, “Sustainable Communities: 10 CSFs for Keeping the Faith,” IBM Syn.chrono.us blog, 2010 http://synch.rono.us/social/blog.nsf/dx/07192010091946AMSIUHMX.htm
Information management breeds innovation
Innovation as information (re)classification
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**Multi-dimensional thinking**

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### Information management: Bridging

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Information management: Bridging

“What if it weren’t metal in the appliance, but string beans? The western world is full of ‘foodies.’ Bean staples are a thing (now).”

• So, what does that new bean stapler do?

• And how does it fundamentally change your view of the appliance?

• What problem would it solve?

• What else would need to change?
Exercise

1. Pick a partner
2. Each choose your favorite appliance.
3. Describe it in five facets:
   1. Output
   2. Size
   3. Power source
   4. Human role
   5. What substance it transforms
4. Hand it to a partner.
5. Partner changes one dimension.
6. Discuss: What transformed?

What’s the new potential?
Collaboration breeds innovation
Are we wired for collaboration?

Cooperation: Comply
Coordination: Be inter-dependent
Collaboration: Be ready to change

Source: Columbia University IKNS
Smarter Innovation Dimensions

1. Bridging
2. Social and operational integration
3. Capability assessment/development
4. Market and environment exploration
5. Commercialization
6. Innovation ecology

How do we succeed?

How do we adapt and sustain?

Pugh, Smarter Innovation, Ark Group, 2014
#1. Bridging

Ex: Motorola Solutions’ (4 discussion disciplines)

Pugh, *Smarter Innovation*, Ark Group, 2014
Bridging: Building online discussion skills

Integrity  
Courtesy  
Inclusion  
Translation

Source: Katrina Pugh, Columbia University Information and Knowledge Strategy Masters Program, 2013-6
#2. Social and operational integration

Ex: Change Agents Worldwide (virtual networked organization)

Pugh, *Smarter Innovation*, Ark Group, 2014
Social and Operational Integration: “Swarming” the client

Pugh, *Smarter Innovation*, Ark Group, 2014
#3. Capabilities Assessment/Development

Ex: Columbia/Microsoft (Findability framework)

Pugh, *Smarter Innovation*, Ark Group, 2014
Capabilities Assessment/Development: Findability Framework

- **Operationalization**
  - "that which seeks"
    - People
      - Identify Users and Define User Types
      - Understand User Goals and Objectives
      - Design Audience Profiles and Personas
  - "for what purpose"
    - Process
      - Analyze Business Processes
      - Document User Scenarios
      - Identify Activities, Model Tasks and Workflow
      - Define Use Cases
  - "that which is sought"
    - Resources
      - Identify and Analyze Resources
      - Define Resource or Object Types ("is-ness")
      - Create Metadata Schemas ("about-ness")
      - Develop Classification Principles (taxonomy, thesauri)
  - "facilitated by"
    - Technology
      - Envision the User Experience
      - Develop Solution Architectures
      - Model Interactions to Support Findability Requirements
      - Design the User Interface
  - "sustained through"
    - Management
      - Establish Information Governance
      - Socialize and Promote User Adoption
      - Measure Success (analytics, metrics and feedback)
      - Enhance, Evolve and Improve

Pugh, Smarter Innovation, Ark Group, 2014
#4. Market and environment exploration

Ex: Consulting firm helps lumbering big organizations act like entrepreneurs

Pugh, *Smarter Innovation*, Ark Group, 2014
Market and environment exploration: “Agile execution”

“Usage is like oxygen for ideas.”

Pugh, Smarter Innovation, Ark Group, 2014
#5. Launch

Ex: Bain&Co.
(Net Promoter Score)

Pugh, *Smarter Innovation*, Ark Group, 2014
Net Promoter Network: Launch

Evolve with Your Customers
Changing Perspective for a Better Customer Experience

2015
Net Promoter Benchmarks

40,000
Consumers

330
Brands

Gain Insights and Training to Drive Profits Now

Become a Member

Get Certified, Get Ahead
Learn the Skills to Manage a World-Class Net Promoter Program

Software for transforming your customers' experience.

Request A Demo

Pugh, Smarter Innovation, Ark Group, 2014
Building the Ecology for bridging and collaboration
TJ Elliott, ETS

Individual Practices
► Nexus skills
► Sense making
► Systems thinking

Organization practices
► Shared language
► Consensus innovation “process”
► Multidimensional
► Benchmarking
Herman D’Hooge, Intel

Individual Practices

► Mindfulness
► “Desire-to-know,” not “need-to-know

Organization practices

► “Open-space” v hyper-programmed
► Inter-org swaps, sabbaticals, laterals, org mash-ups
Madelyn Blair, Columbia, Taos Institute

Individual Practices
► Sitting in the “white space”
► Mastering
► Deeply curious
► Attracted to the foreign
► Comfortable with ambiguity

Organization practices
► “Essays in two voices”

Madelyn Blair, Ph.D., author of Riding the Current
Today
Innovation is collaborative and non-linear – but discipline helps!

1. Bridge (find your bean)

2. Road test with the help of people who are different

3. Assess capabilities (and build them)

4. Scan the market (know the stapler)

5. Launch (and do it again)!
Kate Pugh, EY, Columbia University

*Smarter Innovation: Using interactive Processes to Drive Better Business Results* (Ark Group)

*Sharing Hidden Know-How* (Jossey-Bass, Wiley)

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