A Quick Guide to Innovation for Leaders

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<thead>
<tr>
<th>a. REPORT</th>
<th>b. ABSTRACT</th>
<th>c. THIS PAGE</th>
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Leaders are innovators

They don’t get it
Never saw it coming
They don’t believe me
They are too emotional

They resist
Team can’t get along
Can’t make it fit

They don’t follow my orders
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>4%</td>
<td>Success rate of industry innovation initiatives (meeting financial objectives)</td>
</tr>
<tr>
<td>0.2%</td>
<td>Success rate of Patents (being commercialized)</td>
</tr>
<tr>
<td>&lt;25%</td>
<td>Optimistic success rate of research ideas eventually influencing innovation (NRC)</td>
</tr>
</tbody>
</table>

**Meanings of leadership and innovation are unclear**

Going to give operational, executable definitions – so that you can DO it
Leaders ...

- deal with groups
- express visions
- take care of concerns
- move people
- generate changes
- elicit commitments
- show paths
- manage moods and emotions

For example,
VADM
Art Cebrowski

Innovators ...

- deal with groups
- express visions
- take care of concerns
- move people
- generate changes
- elicit commitments
- show paths
- manage moods and emotions

For example,
Steve Jobs
Outline

- What is innovation
- Innovation skill set = 8P
- Overview of the 8P
- How to assess your teams (and self)
- How to allocate time
- Traps that can ensnare you

Leaders are innovators
What is Innovation?

Creation of new ideas of value?

Adoption of new practice in a community?

How do we achieve innovation?

Through the innovation skill set

Embodied in the Eight Practices (8P)
Common approaches to adoption:

- Disseminate-communicate ideas
- Create tools
- Education and Training
- Start organizations

But these do not work consistently well

Look at the success rates
What succeeds?

Go for the desired outcome!

Adoption of new practice in a community

- Get their commitment to do it
- Way of doing things
- Group you target for change, large or small
The Eight Practices

Invention Practices

Sensing

articulate a new possibility after sensing and puzzling over a concern or disharmony

Envisioning

tell a compelling story about the desirability and value of a new community practice
**Adoption Practices**

<table>
<thead>
<tr>
<th>Offering</th>
<th>Adopting</th>
<th>Sustaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>make credible offers to realize the community practice</td>
<td>get people to try the community practice for the first time</td>
<td>get people to stay with the community practice over an extended time</td>
</tr>
</tbody>
</table>

**Environmental Practices**

<table>
<thead>
<tr>
<th>Executing</th>
<th>Leading</th>
<th>Embodying</th>
</tr>
</thead>
<tbody>
<tr>
<td>organize teams, plan, deliver all commitments on time</td>
<td>be proactive to move people in the other 7P</td>
<td>help community embody the new practice + embody the 8P in self or team</td>
</tr>
</tbody>
</table>
The Eight Practices

**Conversations**
- Outcomes
- Commitments
- Structure

**Universal**
- Self
- Team
- Network
- Organization

**Skillful**
- Beginner
- Competent
- Proficient
- Expert

**Breakdowns**
- Obstacles that block progress toward outcomes

<table>
<thead>
<tr>
<th>Practice</th>
<th>Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensing</td>
<td>Blindness</td>
</tr>
<tr>
<td></td>
<td>Lack of creativity</td>
</tr>
<tr>
<td>Envisioning</td>
<td>Lack of imagination</td>
</tr>
<tr>
<td></td>
<td>No story telling</td>
</tr>
<tr>
<td>Offering</td>
<td>Offer not credible</td>
</tr>
<tr>
<td></td>
<td>Too much perceived risk</td>
</tr>
<tr>
<td>Adopting</td>
<td>Resistance</td>
</tr>
<tr>
<td></td>
<td>Too few early adopters</td>
</tr>
<tr>
<td>Sustaining</td>
<td>Does not integrate</td>
</tr>
<tr>
<td></td>
<td>Lack leadership commitment</td>
</tr>
<tr>
<td>Executing</td>
<td>Poor team member selection</td>
</tr>
<tr>
<td></td>
<td>Poor team coordination</td>
</tr>
<tr>
<td>Leading</td>
<td>Coercive leading</td>
</tr>
<tr>
<td></td>
<td>Lack of real care</td>
</tr>
<tr>
<td>Embodying</td>
<td>Unable to blend</td>
</tr>
<tr>
<td></td>
<td>Insensitive to mood and emotion</td>
</tr>
</tbody>
</table>
They don’t get it
Never saw it coming
Envisioning
Sensing

They don’t believe me
They resist
Offering
Adopting

They are too emotional
Embodying

Can’t make it fit
Sustaining

Team can’t get along
Executing

They don’t follow my orders
Leading

Team Planning and Learning:
8P Assessment Scorecard

<table>
<thead>
<tr>
<th>Practice</th>
<th>Team</th>
<th>Self</th>
</tr>
</thead>
<tbody>
<tr>
<td>sensing</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>envisioning</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>offering</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>adopting</td>
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<td>2</td>
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<tr>
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<tr>
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<tr>
<td>leading</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>embodying</td>
<td>2</td>
<td>2</td>
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</tbody>
</table>
If a practice is weak

Not enough time to do it?

Lacking skill?

Where is the Balance?

<table>
<thead>
<tr>
<th>ideas</th>
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<th>flowers</th>
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</thead>
<tbody>
<tr>
<td>practices</td>
<td>89%</td>
<td>weeds</td>
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</table>
Traps That Can Ensnare You

- Creativity and imagination are the most important drivers
- Management and leadership are the most important drivers
- Confusion between knowledge and practice

Critical distinction

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Practices</th>
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<tbody>
<tr>
<td>Mental models</td>
<td>Way of doing things</td>
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<tr>
<td>Rules</td>
<td>Embodied</td>
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<tr>
<td>Procedures</td>
<td>Automatic</td>
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<tr>
<td>Processes</td>
<td>Non-reflective</td>
</tr>
<tr>
<td></td>
<td>Skillful</td>
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<tr>
<td>“in language”</td>
<td>“in performance”</td>
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</table>
The leader performs the eight innovator practices in order to cultivate a new community practice.