



Accelerating Innovation

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Inspiring Innovation to Advance Communities

www.transformgov.org





Objectives

- What is Innovation?
- How and where to Innovate
- Debunking Myths about Innovation
- Understanding organizational readiness
- Advancing an Innovative Culture
- Building Your Innovation Capacity



“Innovation is not simply a one-time project or a new online tool. It is a learned process that requires a *shift in thinking*, a *disciplined approach* and *strong leadership*.”

From Innovation in Government, The Partnership for Public Service and IDEO

A photograph of a graffiti-covered wall. The word "Why" is written in large, bold, white letters with a black outline. The background is a complex graffiti piece with blue, yellow, and black colors. There are some green plants growing at the bottom of the wall.

Why

is Innovation in Government so Important?

Changing Landscape of Local Government.....

- Big Data
- Globalization
- The Internet of Things
- Political Polarization
- Social Insulation
- Demand for Transparency
- Climate Change; resiliency planning
- Virtual Workforce
- Recalibration of resources: The New Normal
- Partnerships and Collaboration
- Regionalization





Let's Innovate.... With a partner

- What was the last new idea you had? What did it have to do with? (work, home, processes, products or services, etc.)
- What conditions led to you having that idea? (time of day, place, alone or with others, problem or opportunity)





What is
INNOVATION
????



"The creative idea become realized"
Frans Johansson, The Medici Effect

"Thinking what nobody has thought"



Albert Szent-Gyorgyi de Nagyrapolc

A stack of wooden blocks arranged in a staircase pattern, symbolizing incremental growth. The blocks are light-colored wood with visible grain. The stack starts with a single block on the left and increases in height by one block per step to the right, forming a staircase shape. The background is a gradient from light grey to dark grey.

Incremental, Small Changes



New, unusual, a breakthrough that adds value

Solves a real-world problem or expands an opportunity.

Must be relevant, applied



CREATIVITY & COLLABORATION
USC in the academy Dec 3, 2010

ARL KESSELMAN

NEIL
BUCKHOLTZ

KATHERINE
ROWE

MARK T
EARLY AD

GLOBAL INFRASTRUCTURE



INNOVATIVE
COMMUNITY

EDITORS
SHAKESPEARE
ARTERLY



OPEN
REVIEW



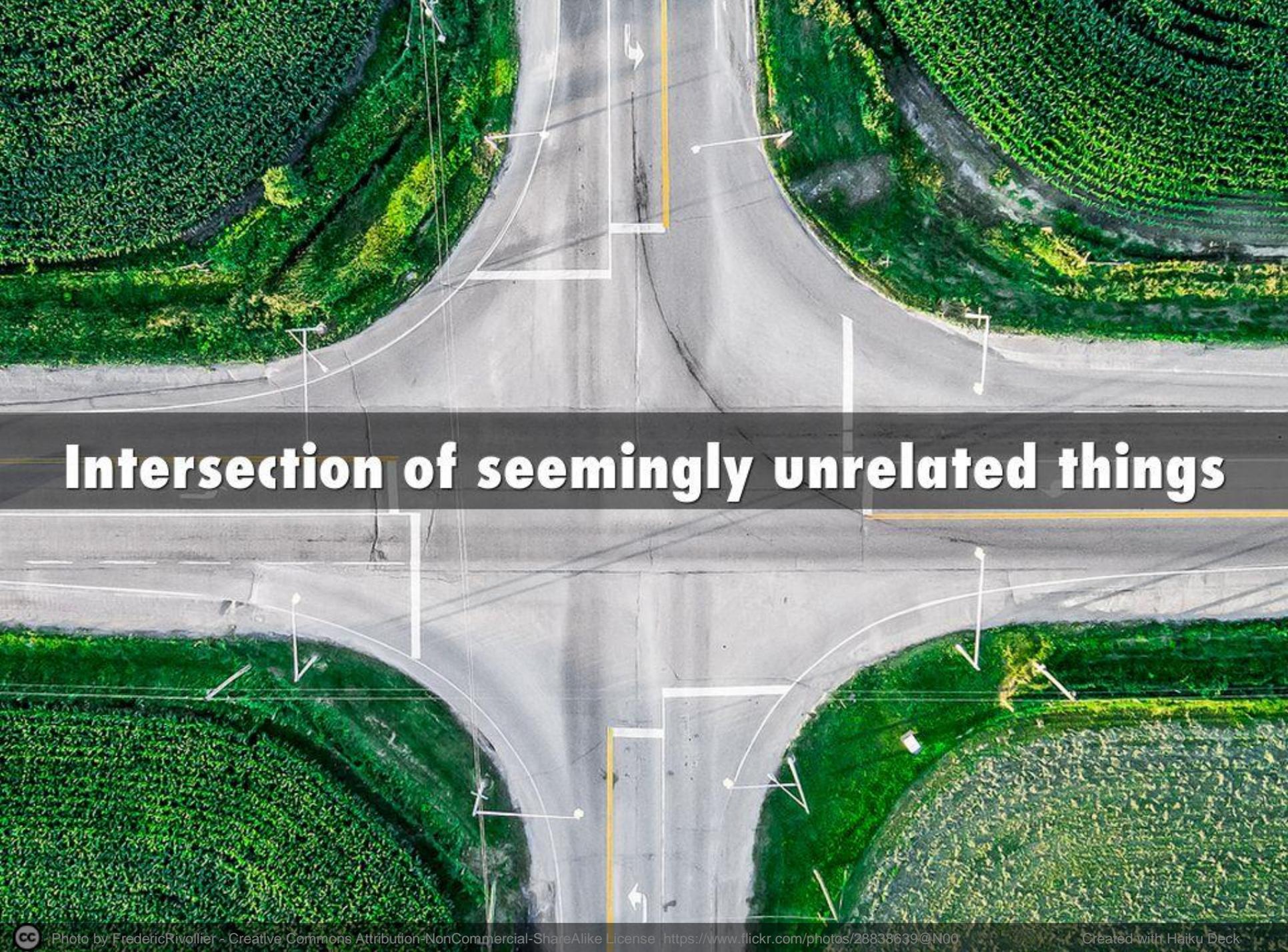
"Innovation = Creativity + Delivery"

Nathan Marston

VIRTUAL
ORGANIZATION

DATABASE
PUBLIC ACCESS

QUALITY

An aerial photograph of a roundabout intersection. The road is paved and has white lane markings, including a central island and a yellow curb. The surrounding area is lush green with grass and some trees. A dark grey horizontal band is overlaid across the center of the image, containing the text "Intersection of seemingly unrelated things" in white, bold, sans-serif font.

Intersection of seemingly unrelated things



Our Definition

- ..a changed process, approach, product or service that is new to you or your organization and produces better results that are valued by customers.
- ...most powerful when it is adopted by others.



Types of

Innovation



Incremental Innovation

Builds on existing knowledge



Fundamental Innovation

Changes the fundamental approach

Major Drivers for Innovation

- Add features or benefits that customers value (Apple)
- Reduce the cost to produce the product or services (Dell)



Where do we look for Innovation Opportunities?

Key Definitions

- Adoption
- Adaptation
- Invention

Practice Descriptors



- Emerging
- Leading
- Prevailing



Let's Innovate....

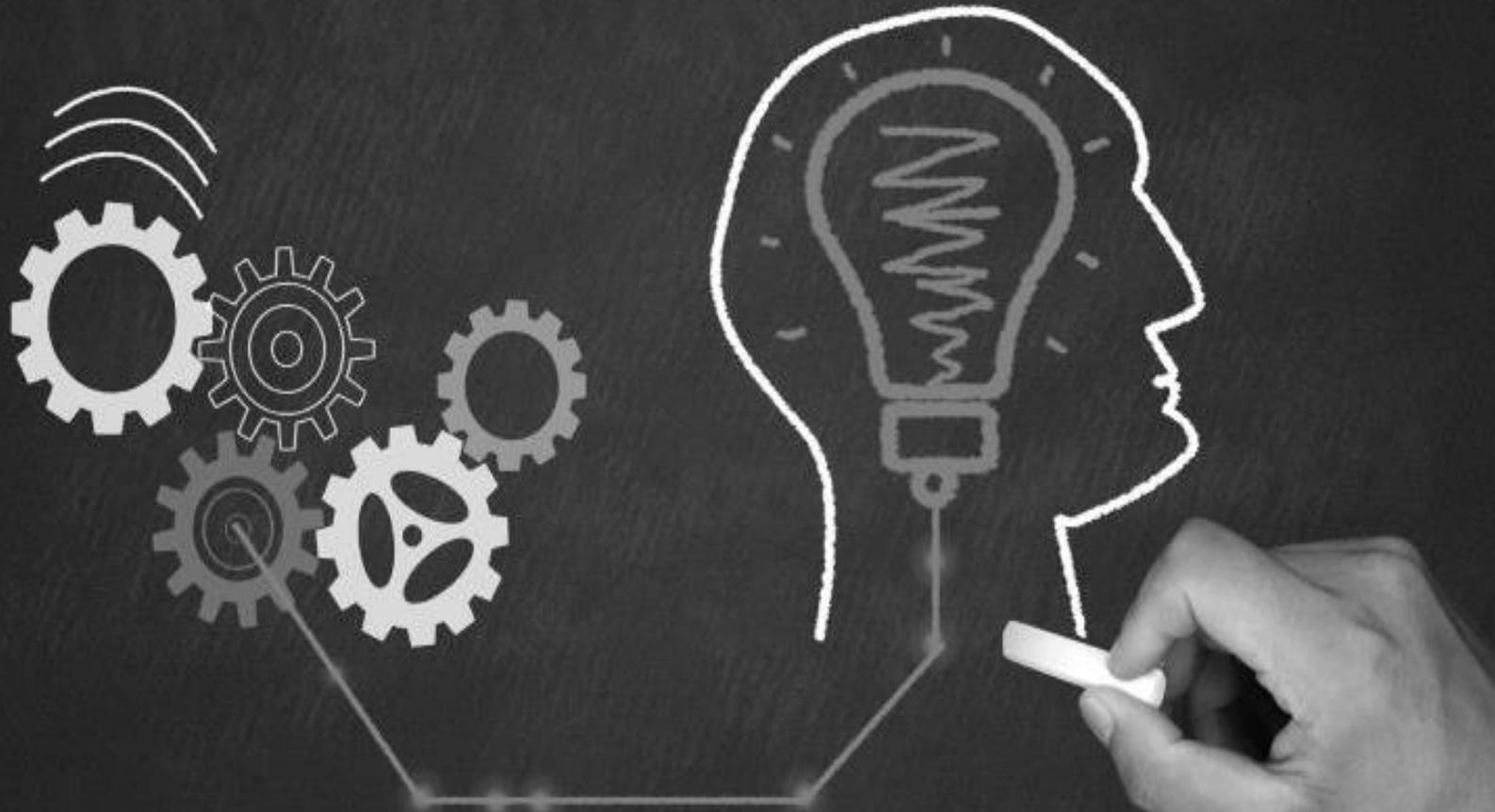
Using an example of a recent innovation in your organization.....

- Would you say it was Fundamental or Incremental?
- Emerging, Leading or Prevailing?





The Seven Myths of Innovation



From Mahanbir Sawhney & Robert Wolcott
The Seven Myths of Innovation
from Financial Times, 2004

#1 You Need More Ideas

DON'T

YOU

WANT

IDEAS

?





#2 Innovation is a Department

#3 Turn people completely loose to innovate



#4 Radical departure from the past



A person is rappelling down a thick, braided rope against a clear blue sky. The person is wearing a blue t-shirt and grey pants, and is positioned on the left side of the frame, upside down. The rope extends from the top right corner, loops around, and then goes down to the person. A dark grey horizontal band is overlaid across the middle of the image, containing the text.

#5 Mistakes are costly

**“The person who never
made a mistake never
tried anything N E W.”**

~ Albert Einstein



#6 Avoid the detours



#7 Always about creating a new thing

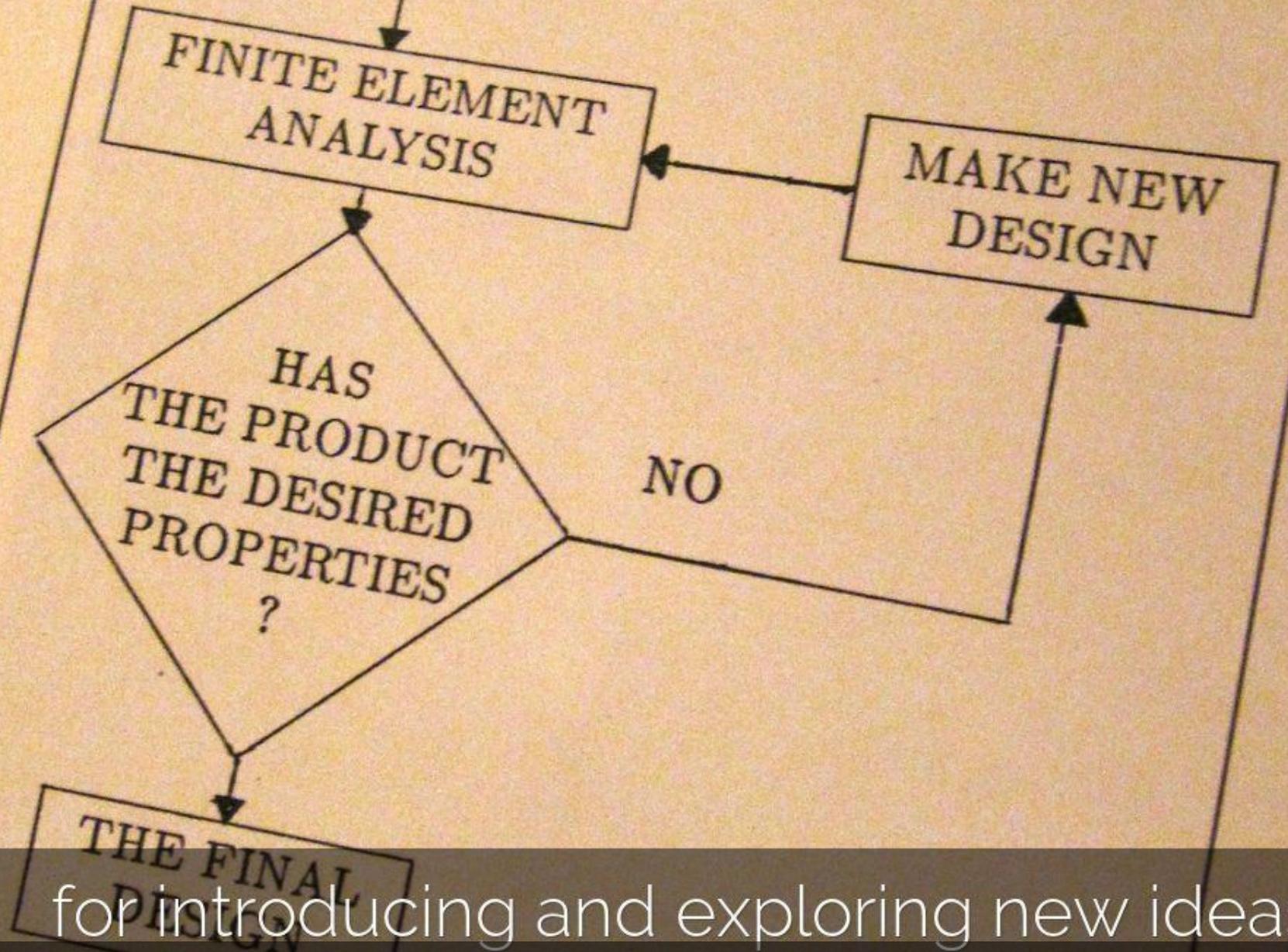
Major Barriers to Innovation

From Innovation in Government 2011

- Politics, miscommunication, and complexity inhibit collaboration and prohibit new ideas from spreading.



Employees have no defined process



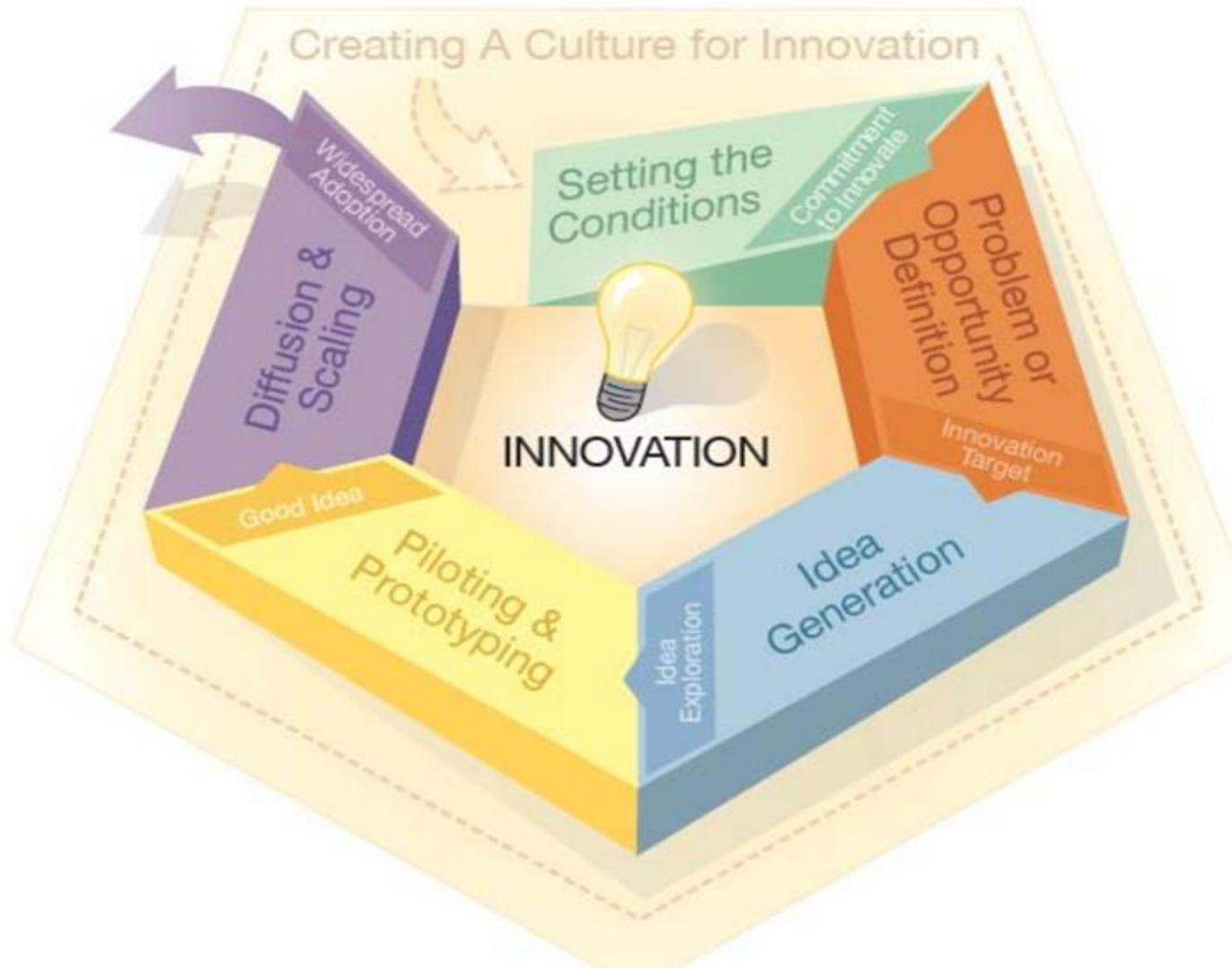
for introducing and exploring new ideas



Difficulty of measuring impacts
diverts funding away from new approaches

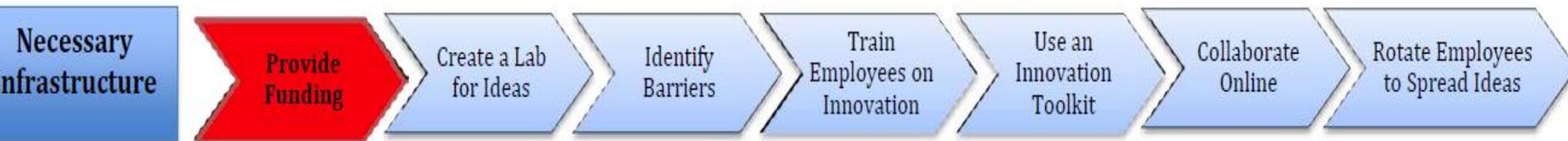
Systems reward the status quo





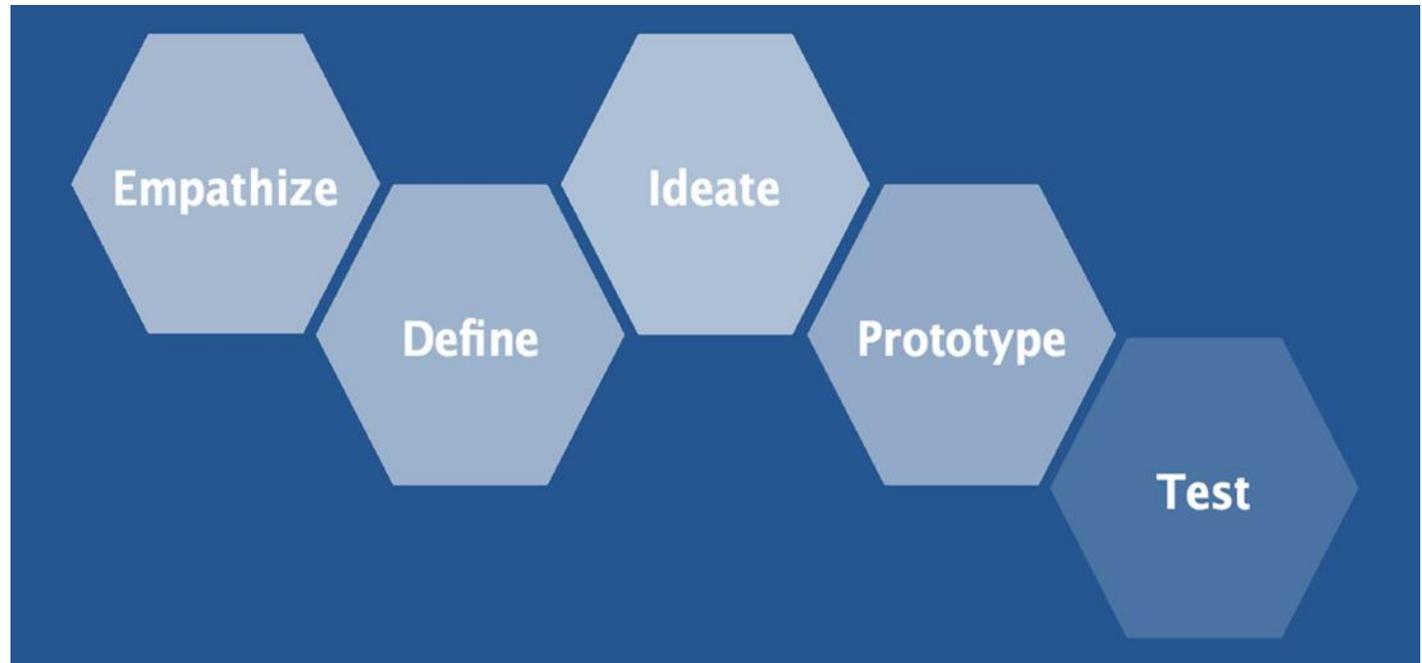
From "A Framework for Thinking about Innovation Philanthropy" Kellogg Foundation

Building the Innovation Capacity



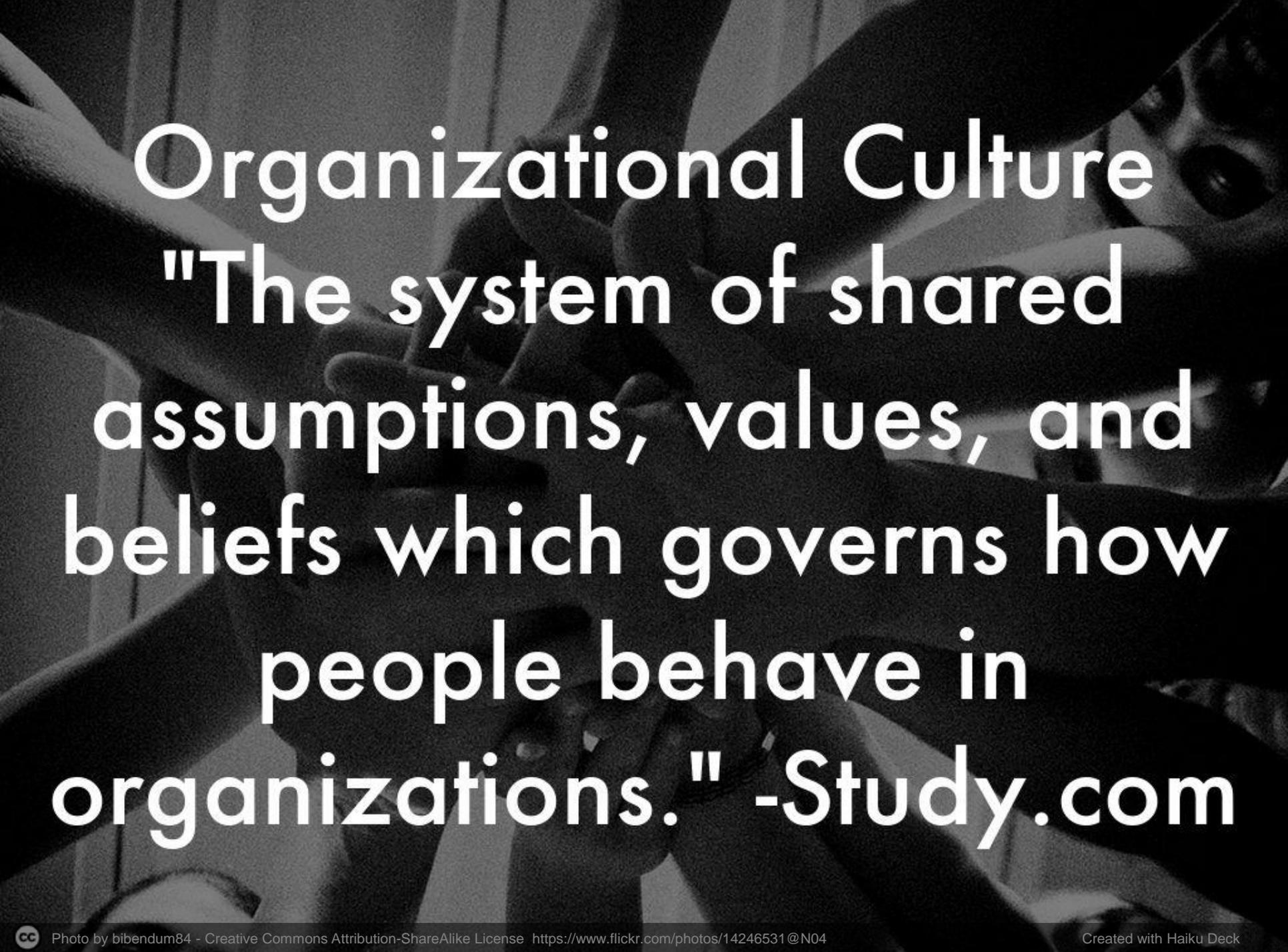


Design Thinking and Creativity





Culture of INNOVATION



Organizational Culture
"The system of shared assumptions, values, and beliefs which governs how people behave in organizations." -Study.com

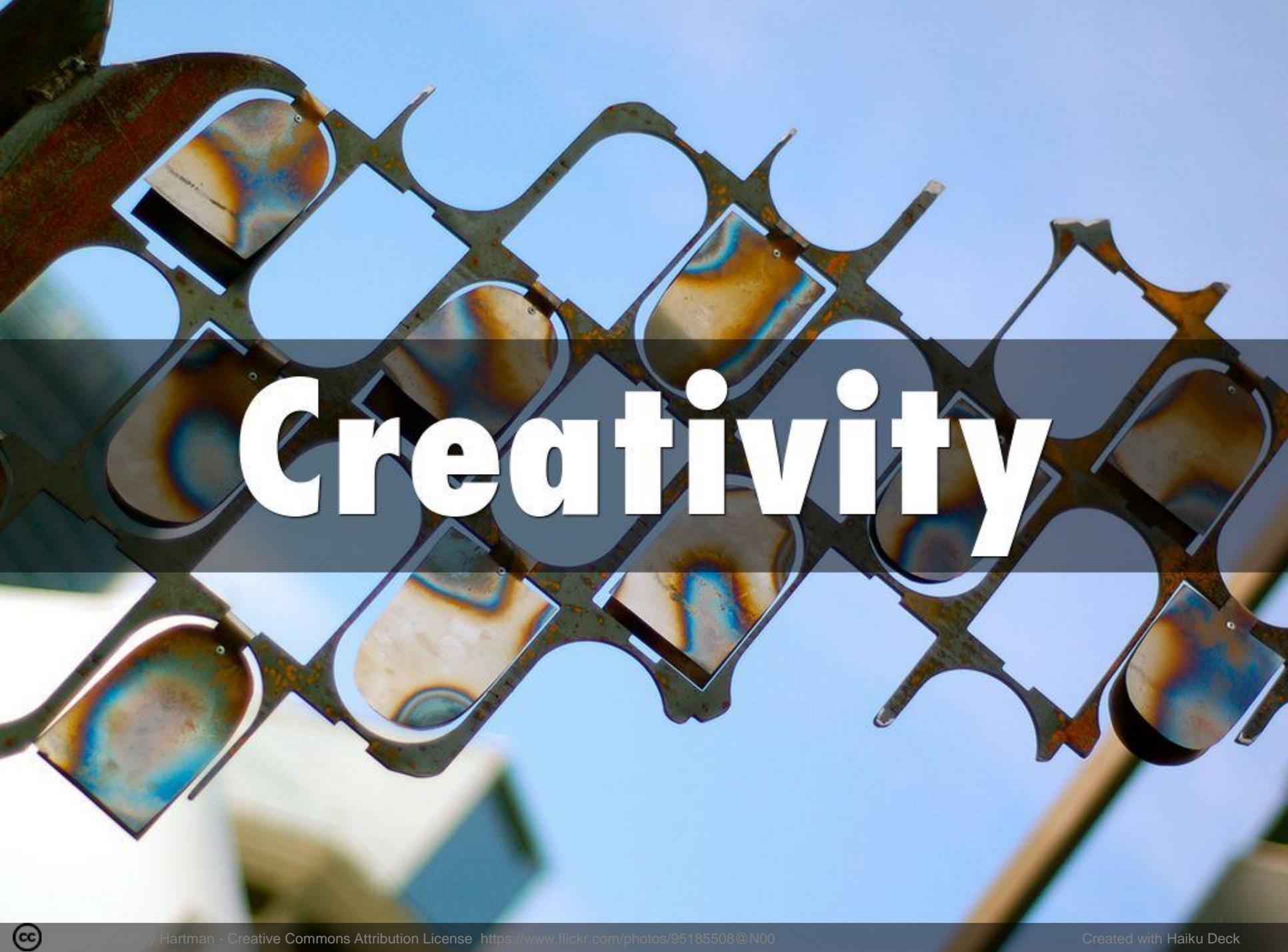


6 Qualities

Linked to Innovation



Leadership



Creativity



Internal Collaboration

Engaged Workforce



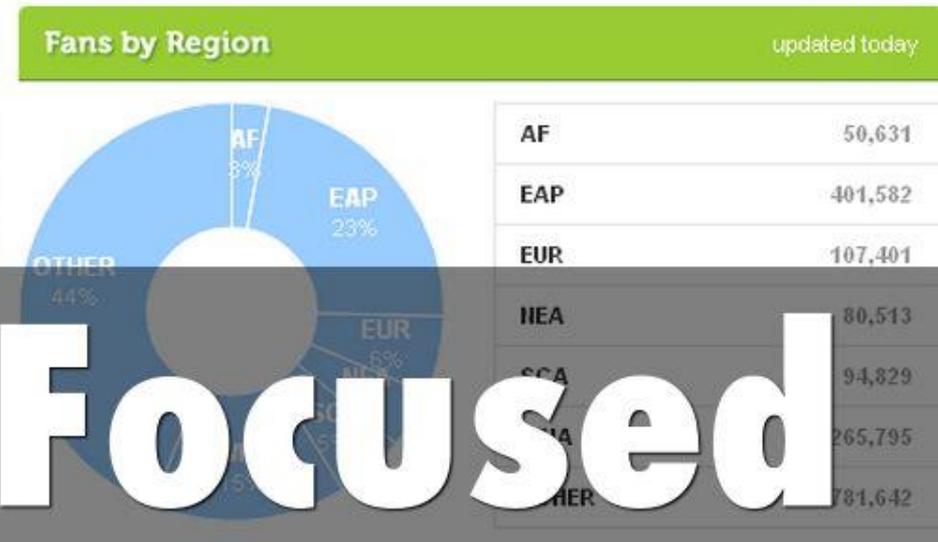
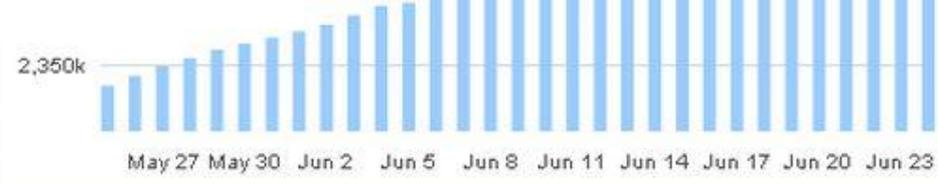
External Partnerships

A woman in a blue top hat and red-and-white striped skirt is juggling a large rainbow hula hoop in a crowded outdoor festival. She is surrounded by people, including a man in a white t-shirt with 'TRUSTCO BANK' and a man in a blue shirt playing a drum. The background shows a large crowd and festival tents.

Community Connections



Consulate of the United States of America Medan	↓ 3	↓ 0.1%
U.S. Embassy Manama	↓ 11	↓ 1.2%
U.S. Embassy Podgorica	↓ 13	↓ 0.8%
Jovens Embaixadores	↓ 18	↓ 4.6%



Focused





What should we do to create a culture of innovation?

Which of the six qualities is your strength?
Where do you see the opportunities?



The Culture of Innovation

From

- Procedures
- Problem-driven
- Individual contributor
- Reactive
- Activity focused
- Risk averse
- Consistent

To

- Principles
- Opportunity-driven
- Team performance
- Strategic
- Outcome focused
- Risk-balanced
- Creative



Core Competencies for Innovation

- Listening
- Research
- Communication
- **Ideation/Brainstorming and Creativity**
- **Collaboration and Teamwork**
- Data Analysis
- Prototyping
- Project Management
- Evaluation
- Leadership: Adaptability, Courage, Trust



Leadership Toolkit

- Mission, vision, values
- Cross-departmental idea sharing
- Listening sessions with customers
- Training
- Innovation book clubs, discussion groups
- Field trips
- Job sharing, interagency exchanges
- Research assignments
- Performance metrics, evaluations that reward innovation
- Praise, recognition and celebration for new ideas
- Pilot projects
- Structured time for brainstorming
- Suggestion programs with a home for new ideas



Building Your
INNOVATION
Capacity



Group Creativity



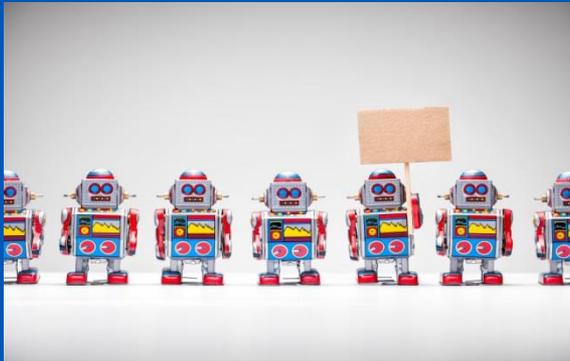


Why Teams?

- Wider range of solutions
- Stimulates creative thinking
- Systematic Approach and Common Platform

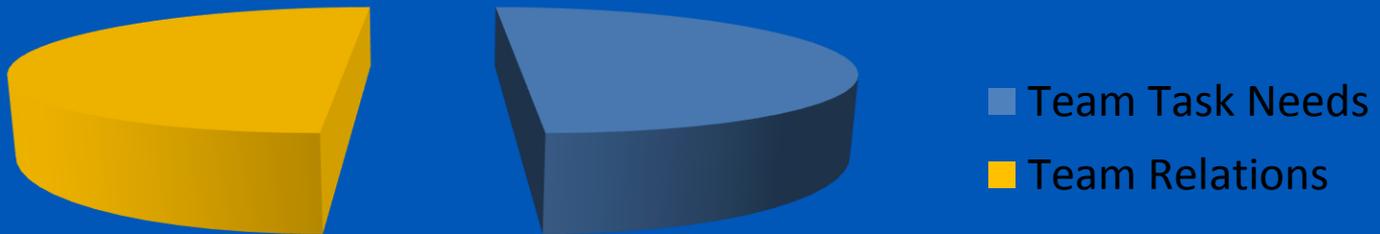
Homogenous Teams vs. Diverse Teams

- **Homogenous teams** get started faster and find a solution sooner.
- **Diverse teams** generate more ideas and develop more creative solutions.



A Team's Work is Comprised of

- Task
- Team Relations





Team Competencies



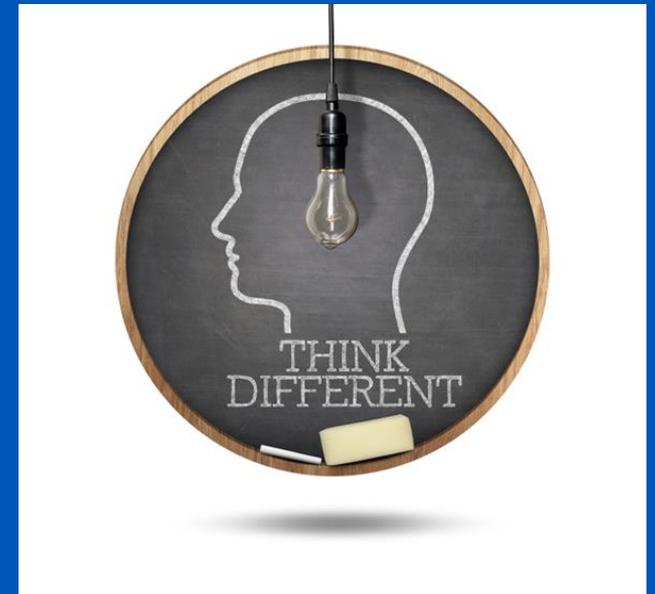
A person with long hair tied back, wearing a light-colored long-sleeved shirt and dark pants, is running away from the camera on a reddish-brown running track. The track has white lane markings. In the background, there are trees with purple blossoms and a building with a sign. The text "Individual Creativity" is overlaid in large white letters on a dark horizontal band across the middle of the image.

Individual Creativity



Building Your Creativity

- Ask more creative questions
- Reframe the problem
- Connect and combine
- Challenge assumptions
- Pay Attention



What if the solution to hunger isn't about more food?

A pair of glasses with a colorful bokeh background. The glasses are positioned horizontally across the middle of the frame. The background is a soft, out-of-focus mix of warm colors like orange, yellow, and red, with some cooler blue and purple tones. The text is centered over the glasses.

Innovator's DNA Five Discovery Skills

Social networking

Associating

The image features a dense collage of various signs and stickers. Overlaid on this collage are the words "WHERE", "WHEN", "HOW", and "WHAT" in large, bold, blue, sans-serif capital letters. The background includes signs such as "DANGER CONFINED SPACE", "MEN", "GR", "1300", "GENTLEMEN", "BUILDING SECURITY", "DATE", "US GOVT PROPERTY", "TRESPASSING", "WATCH FOR MOVING TRUCKS", "FIRE ALARM", "SF PD SEC-22651M C.V.C.", "KE RIDING", "SMOKING", and "L.A.M.C. 63.51".

WHERE WHEN HOW WHAT

Questioning



Observing



Experimenting

A collection of colorful wooden human figures arranged in a circle on a white surface. The figures are in various colors including green, yellow, orange, red, purple, and blue. The word "Networking" is overlaid in the center in a large, white, bold font with a dark shadow.

Networking

Incorporate in Your Organization

- Encourage others to develop skills
- Be supportive of discovery behaviors
- Capture observations collected in your management and service delivery practices
- Network your organization
- Create an organizational culture and practices that promote change and intelligent risk-taking



“Excellence in leading innovation has far less to do with the leader having innovative ideas; it has everything to do with how that leader creates a culture where innovation and creativity thrive in every corner.”

Scott Edinger, Forbes 2012



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