

A Quick Guide to Innovation for Leaders

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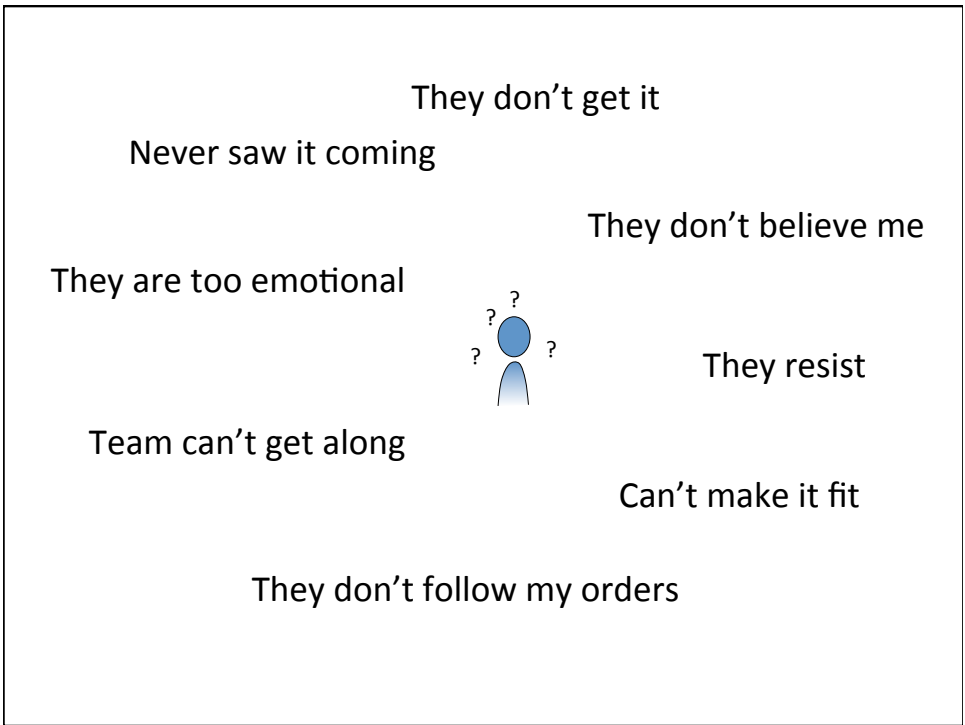
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Leaders are innovators



4%

Success rate of industry innovation initiatives (meeting financial objectives)

0.2%

Success rate of Patents (being commercialized)

<25%

Optimistic success rate of research ideas eventually influencing innovation (NRC)

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 ...

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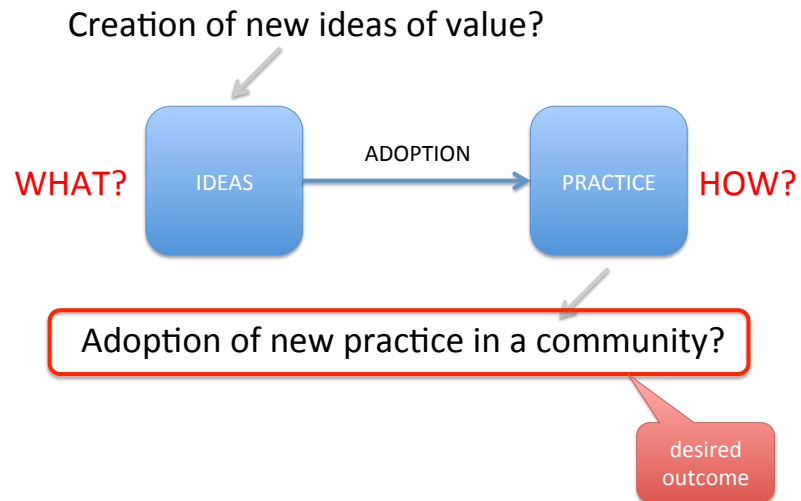
For example,
Steve Jobs

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?



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!

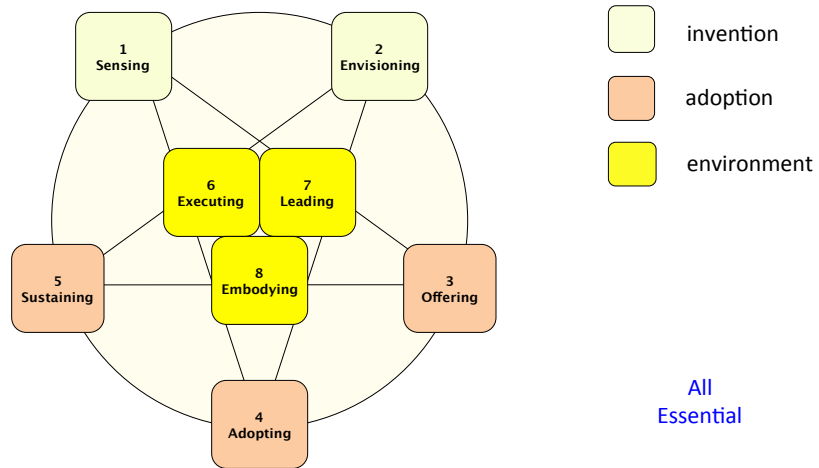
Adoption of new practice in a community

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

Offering

make credible offers
to realize the
community practice

Adopting

get people to try the
community practice for
the first time

Sustaining

get people to stay with
the community practice
over an extended time

Environmental Practices

Executing

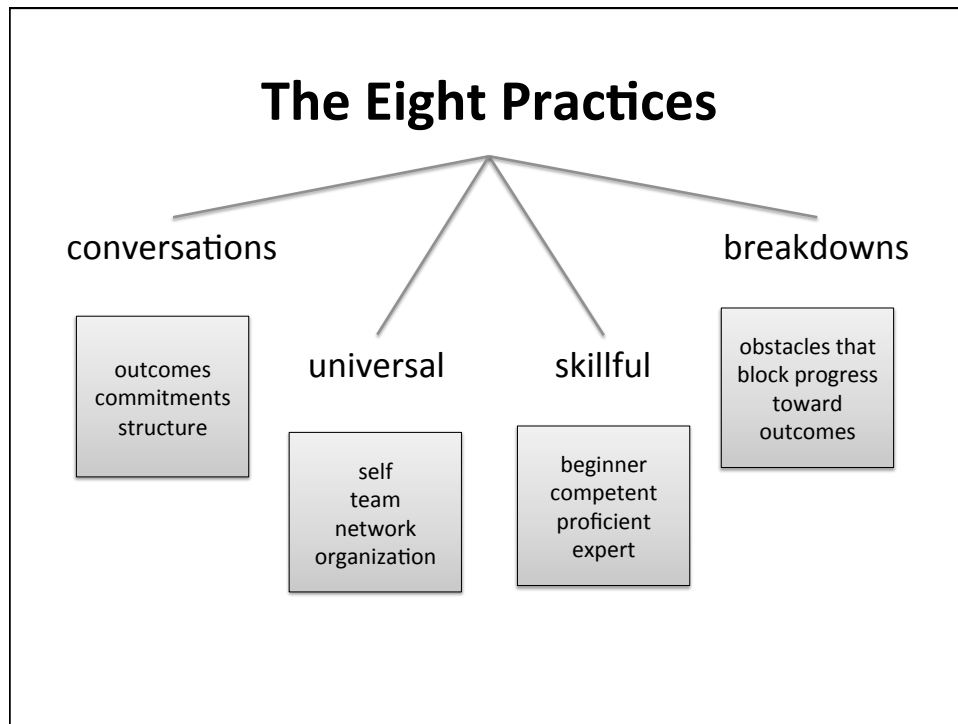
organize teams, plan,
deliver all commitments
on time

Leading

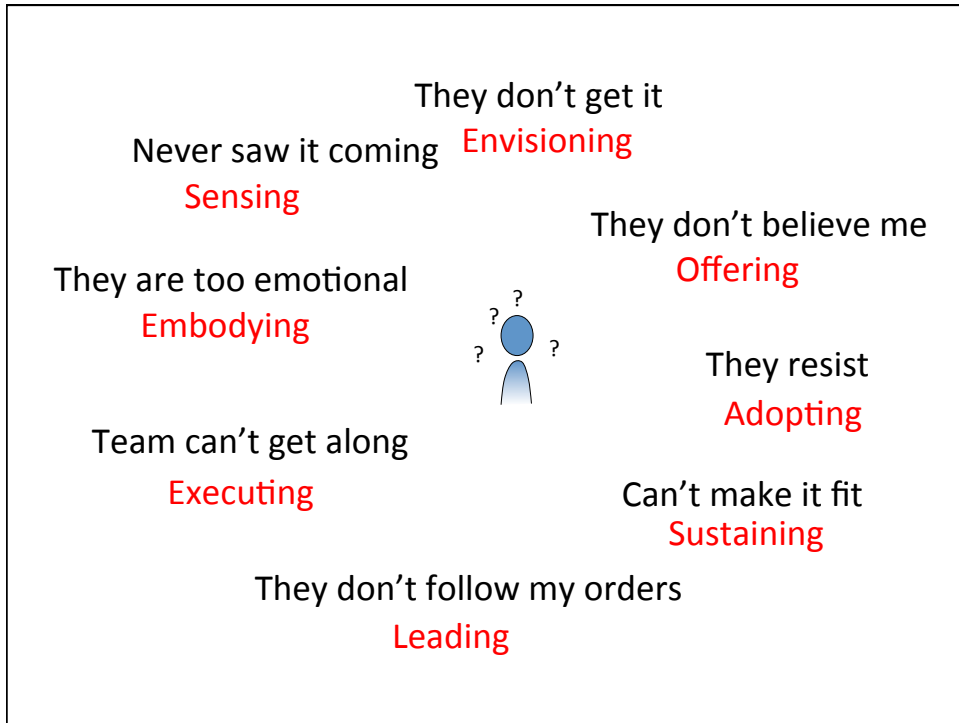
be proactive to move
people in the other 7P

Embodying

help community embody
the new practice
+
embody the 8P
in self or team



Practice	Breakdown
Sensing	Blindness Lack of creativity
Envisioning	Lack of imagination No story telling
Offering	Offer not credible Too much perceived risk
Adopting	Resistance Too few early adopters
Sustaining	Does not integrate Lack leadership commitment
Executing	Poor team member selection Poor team coordination
Leading	Coercive leading Lack of real care
Embodying	Unable to blend Insensitive to mood and emotion



Team Planning and Learning: 8P Assessment Scorecard

Practice	Team	Self
sensing	4	4
envisioning	4	2
offering	5	2
adopting	2	2
sustaining	4	3
executing	5	4
leading	5	4
embodying	2	2

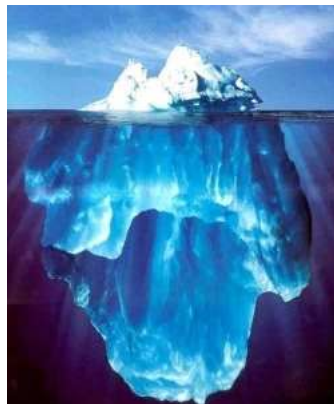
If a practice is weak

Not enough time to do it?

Lacking skill?

Where is the Balance?

ideas



11%

flowers

practices

89%

weeds

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

Knowledge

Mental models
 Rules
 Procedures
 Processes

“in language”

Practices

Way of doing things
 Embodied
 Automatic
 Non-reflective
 Skillful

“in performance”

The leader
performs the eight **innovator practices**
in order to
cultivate a new **community practice**

end