

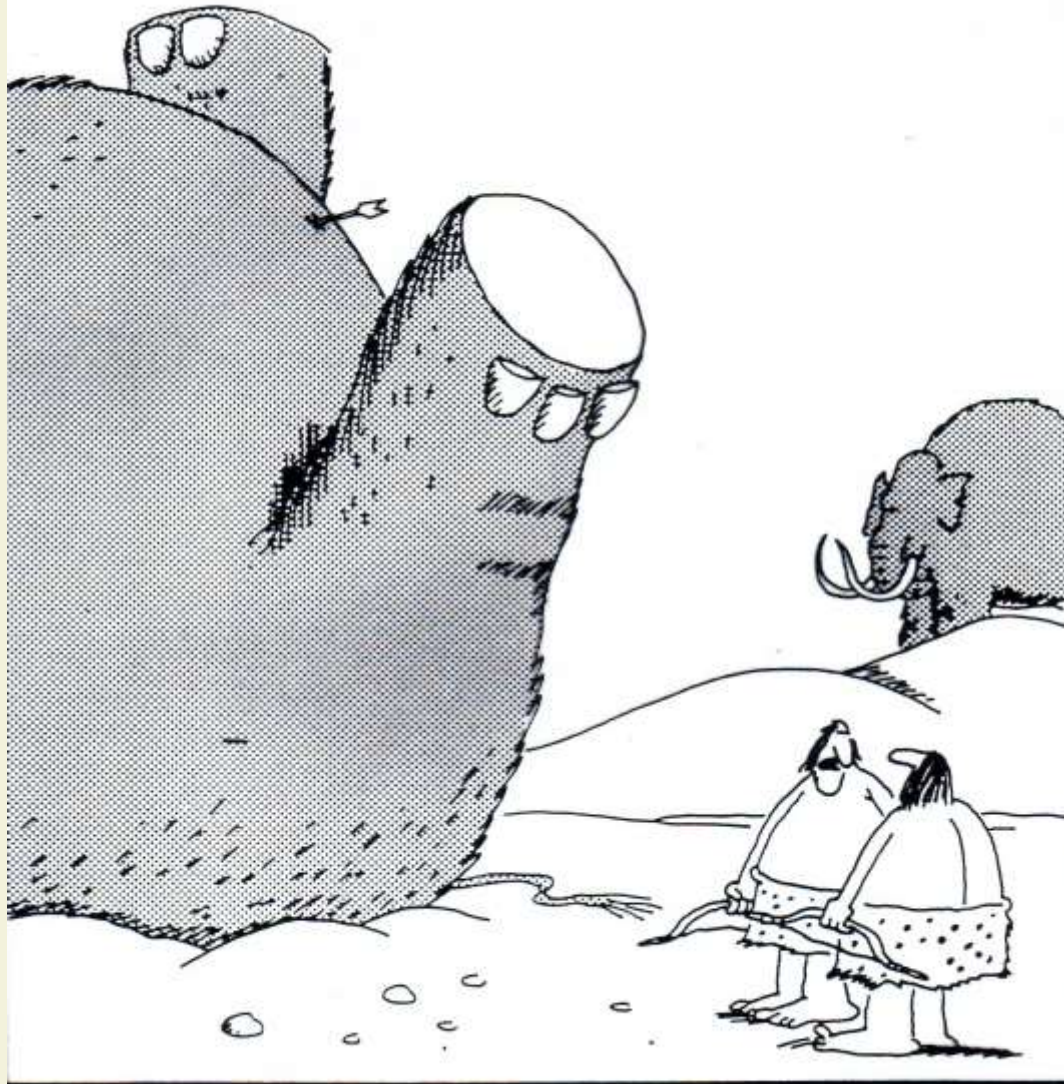
BUILDING A CULTURE OF INNOVATION

Gerard Menses 2019

What is innovation

1986

Larson



"Maybe we should write that spot down."

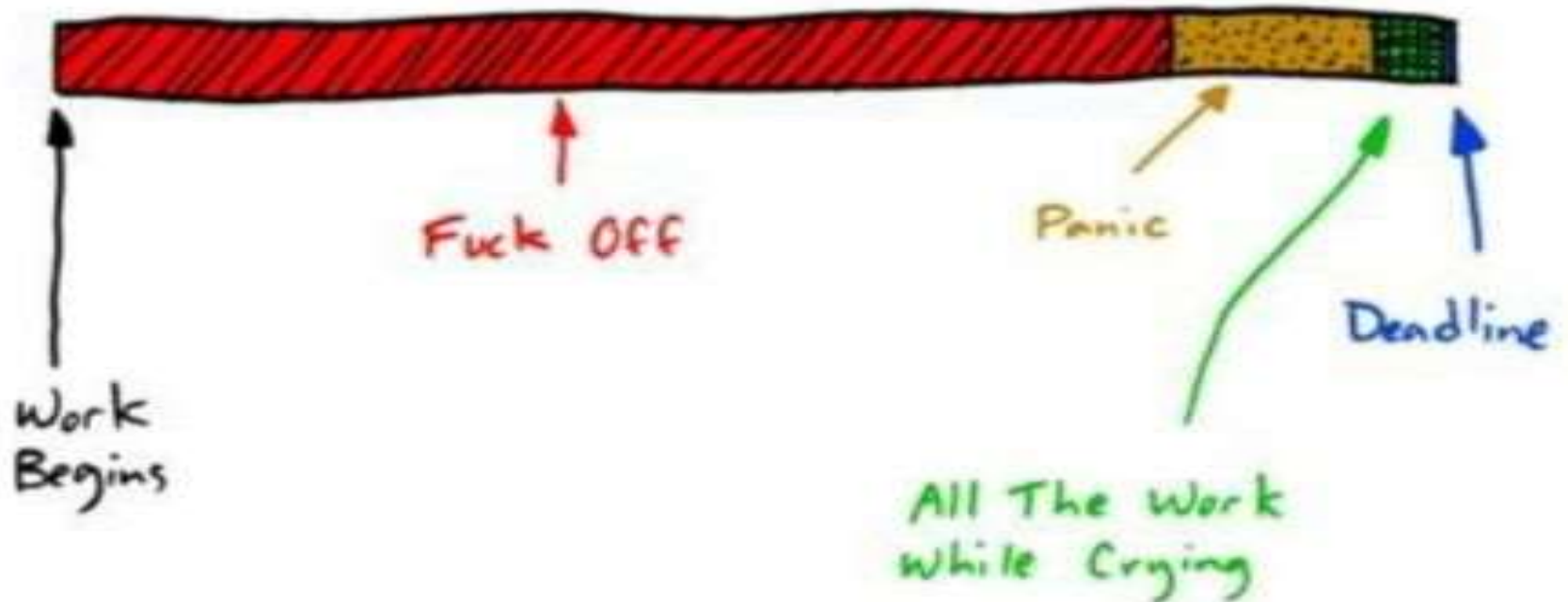
What is innovation

- It is simply a
 - new idea
 - new way
 - change that is noticed
- Innovation often comes from “the random”
- We want to facilitate constant positive innovation
- Using culture, measurement, focus, belief and leadership we can facilitate innovation, creativity and change!

What is innovation

- It is a creative process
- Because of that “Innovation” often scares people
 - I am not a creative person
 - I am afraid of change
 - I am defensive
 - Are you implying I am not doing a good job?
 - I am not inspired
- Fear can stifle
- We will explore the leadership to generate creative processes

THE CREATIVE PROCESS





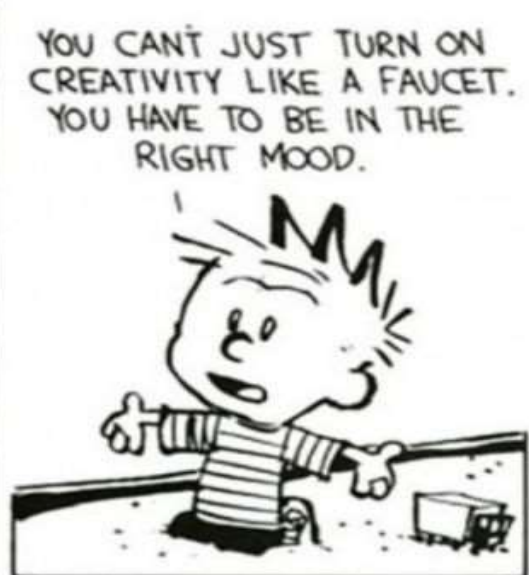
step 1: make something with all of your energy and love.



step 2: realize that it is crap.



step 3: cry.






Michael Jordan 

@michaeljordan

I've failed over and over and over again in my life and that is why I succeed.

Failing is part of the process 

What is Culture

*“Culture eats strategy for
breakfast”*

Peter Drucker

What is Culture

- It is
 - the life and vitality of your organisation
 - your team
 - “the vibe”
 - your organisations personality
 - your “why”
 - your Brand
 - the DNA of that brand
- It should be unique, your point of differentiation
- It is the best way to generate innovation

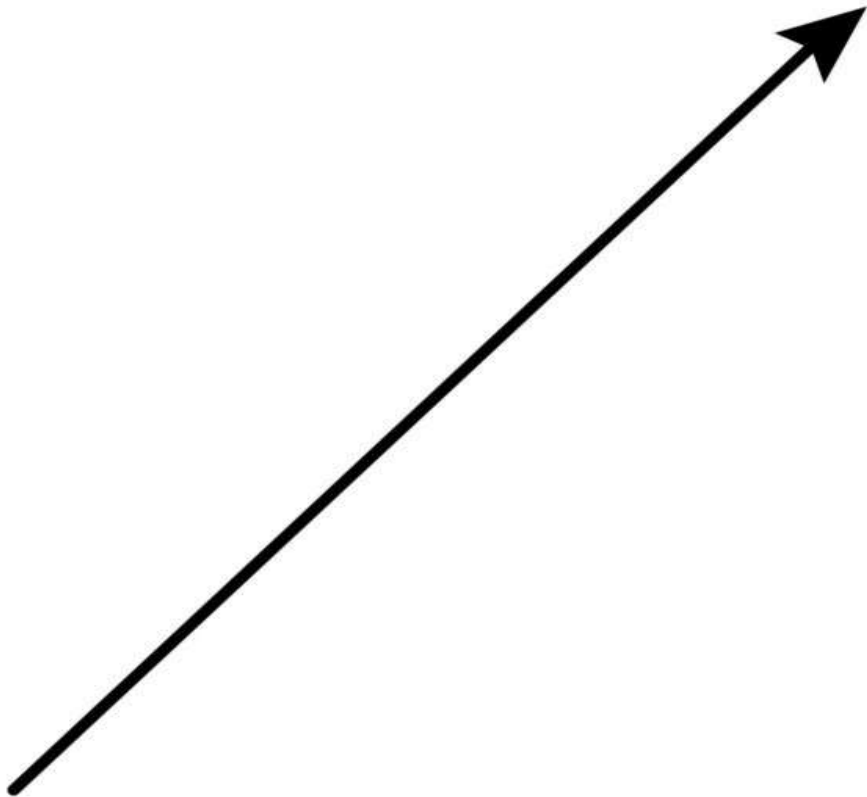
What drives culture ?

- Values
- Language
- Mission & Vision
 - The why!
- Measures
- Brand
 - Reflecting your why
- Leadership
 - Noticing unique things
 - Stories
- Context

Innovation is a stochastic process

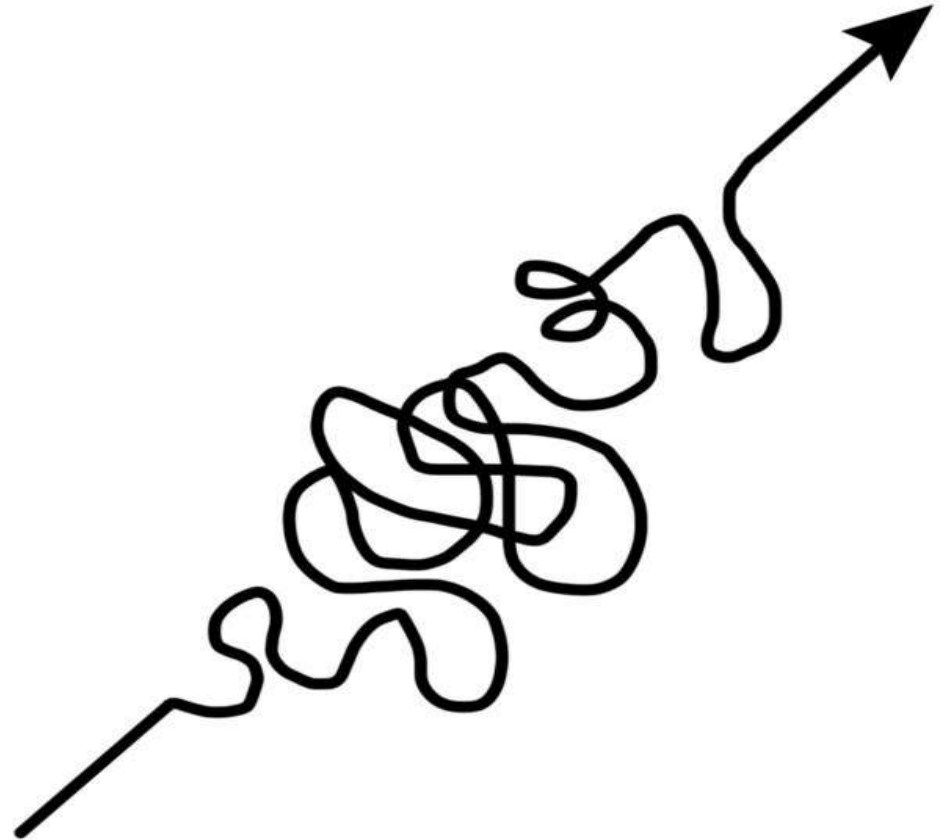
- Learning is often trial and error but within boundaries
- “The New” comes from the random but within a focus
- You want to create **Focus** and **Belief**
- Innovation will be done by anyone.... if they believe they can do it

SUCCESS



**what people think
it looks like**

SUCCESS



**what it really
looks like**

Belief

*If I cannot do great things
I can do small things
greatly”*

Martin Luther King

Building Belief

- Always describe a problem as being soluble
- Because I must believe change is possible
- The word “innovation” might therefore not even be mentioned in describing your culture
- Your vision or mission should be communicated in a way people believe it is possible to attain.
- Your strategic plan must be believable and simple

Building Belief

- I also need to believe I know what I am doing
 - Training and support
 - Simple and clear policy and procedure
 - Job descriptions that focus me and tell my what is required
 - Performance reviews that relate to the mission and job description
 - Comms that make me feel Involved, valuable and valued
- Belief = Confidence = Suggestions = Innovation

Focus

“If you want to build a boat, do not drum up women and men to gather wood and give them tasks. Rather, give them a yearning for the endless sea...”

Antoine de Saint-Exupéry

Building Focus

- Staff must know the outcome we are trying to achieve
 - Clarity of Vision &/or Mission
 - Understand what will drive change for our clients
 - Inspiring Brand
- Staff must know the why
 - Values
 - Training and support
 - Job descriptions that focus me and tell my what is required
 - Performance reviews that relate to the mission and job description
 - Comms that make me feel Involved, valuable and valued
- Focus = Clarity = Ideas = Innovation

IF YOU WANT TO CHANGE THE OUTCOME, CHANGE THE PROCESS

- What processes drive your organisation?
- Driver Trees
 - What are the key processes?
 - The service delivery process
 - The winning funding process
 - The staff development process
 - The fundraising processes
 - The achieving vision processes
- This is where you want to innovate, in processes

CULTURE CHANGE

- It's a process and a journey...
 - It takes time and you need to persist
- No such thing as resistance
 - People are cooperating as hard as they can
 - “Conversations of possibility”
- Blessedness; people will not always be happy, they will experience a hangover

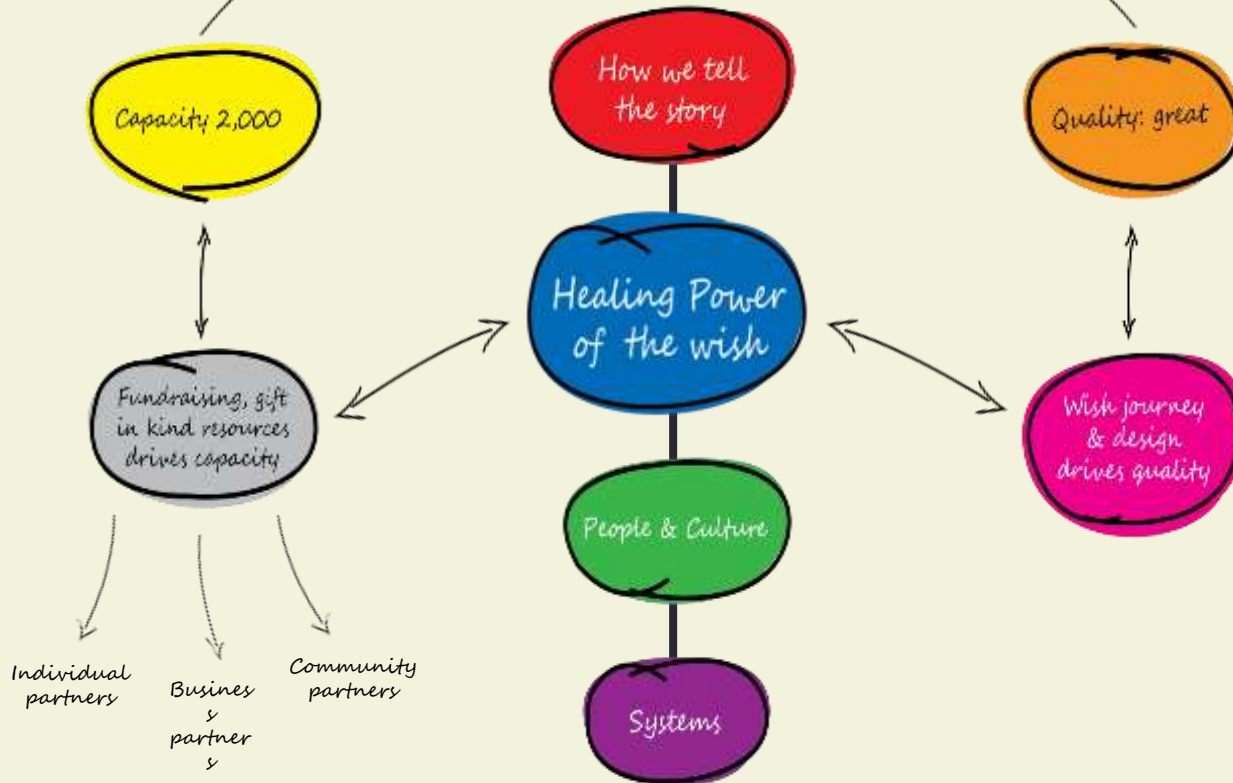
Change = A Process

1. **Separation** - Old passed/new yet to begin
Engagement
2. **Transition** New status trial & error
Organise wedding/bucks
3. **Completion** - New status bestowed
Wedding
4. **Celebration** - New status accepted
Reception

Make-A-Wish

- Its singular focus allows a great case study.

2,000 GREAT WISHES



Global Vision

15,000 wishes for children with life-threatening medical conditions to enrich the human experience with hope, strength and joy

Drivers

Processes

Affiliate Critical Success Indicators

Organizational Capacity

Mission Delivery

Marketing & Brand

Local Brand Execution

Marketing Materials

Social Media & Digital

Wish Content/Story Telling

Brand Recognition

Fundraising

Individuals

Corporate Alliances

Foundations

Events

Other

Effective, sustainable fundraising & donor stewardship practices. Mix of fundraising sources

Talent

Board

- Recruitment
- Orientation
- Recognition
- Succession

Staff

- Recruitment
- Development
- Recognition
- Retention

Volunteers

- Recruitment
- Training
- Recognition
- Renewal

Engaged, visionary, high impact boards. Skilled professional staff. Satisfied & developed volunteer corps

Finance & Operational Effectiveness

Systems & use of Technology

- Fundraising
- Volunteer
- Operational
- Accounting

Controls to manage risk, protect data & privacy

Accurate, effective & efficient systems ensuring data integrity

Wish Acquisition

Referrals

Community understanding of Make-A-Wish offering

Ensure delivery of consistent high quality wishes
Quality, timing, cost

Delivery of wishes

Pre wish engagement

Design of individual wish delivery

Delivery of wish

Post wish engagement

Make-A-Wish - Building Focus and Belief

We make the impossible possible

1. **Separation** - *Wish Statement*, rediscovered belief in power of wish, then vision, urgency but not speed, anticipation introduced with stories.
2. **Transition** - New creative staff/board, new clear target, stories of transformation, **Machine** - plans, positive culture, **Snow in Cairns**, values, Staff are “shining lights”-torch
3. **Completion** - *Hero Wish Andrea*, New journey rolled out with training and stories
4. **Celebration** - Volunteer conference/one team
5. **Playful reinforcement** - stories, celebrate wishes, Changing the world one wish at a time, **Hero Wish Scarlet Wish Force**

<https://www.youtube.com/watch?v=Txr40ACHAV0>

Vision Australia – building focus and belief

1. **Separation** – New Name & New Vision - *People who are blind or vision impaired can fully participate in every chosen facet of life.*
2. **Transition** A culture of mutual respect. *A Living Partnership between people who are blind, sighted or have low vision.*
Focusing statements; e.g.
 1. Information
 2. Problem solving
 3. Training
 4. Access
3. **Completion** Major project Digital library and donation from Microsoft, “Feelix”
4. **Celebration** Staff conference/one team
5. **Reinforcement** Stories, celebrate individuals, new cultural brand conference - *A Partnership between people who are blind, sighted or have low vision.*

Putting it all together

- Create a clear and inspiring **focus**
- A focus that people **believe** is possible for them
- Be clear on the **processes** that drive towards the desired outcome
- Measure those **processes** and think about the **behaviour that the measures will drive**
- Build a **culture** that supports the focus and belief and inspires staff to improve the processes.
- Keep an eye out for, and seize, the positive random
- Be sure your staff feel valuable, valued and in control
- Be clear on the internal value of your **brand**
- Have fun and constantly look at ways of reinforcing your **why** with **stories**
- Then **innovation** will be constant.

Putting it all together

- Is your vision achievable?
- What is the desired outcome?
- What do you want your staff to yearn for?
- What are the key drivers to reach that outcome?
- What values, ideas, concepts support the drivers?
- What behaviours does your dashboard encourage?
- How is your culture unique?
- How do you celebrate ideas?