



Beyond the Brainstorm:

Driving Innovation within Individuals and Organizations

Annual Sharing Day 2015



Beyond the Brainstorm: Driving Innovation within Individuals & Organizations



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Agenda

1. Innovation
2. What Gets in the Way?
3. The Experience at Covidien
4. How to Avoid Killing Creativity
5. Practice!
6. What is the POINT?
7. Q & A

THE GLOBAL INNOVATION 1000



Revenue generated in 2014:
\$18.4 Trillion!



THE GLOBAL INNOVATION 1000



Need Seekers (25%)

- Goal: Find unstated customer needs of the future, and be 1st to address
- Culture: Openness to new ideas from employees, customers, suppliers, competition, other industries
- Priorities: Customer Insights & Launch Capability

THE GLOBAL INNOVATION 1000



Market Readers (40%)

- Goal: Customize products & services for local markets
- **Culture: Collaboration across functions and geographies**
- Priority: Managing resource requirements and engaging suppliers and partners



THE GLOBAL INNOVATION 1000



Technology Drivers (35%)

- Goal: Develop products of superior technological value
- Culture: Reverence for Tech knowledge and talent.

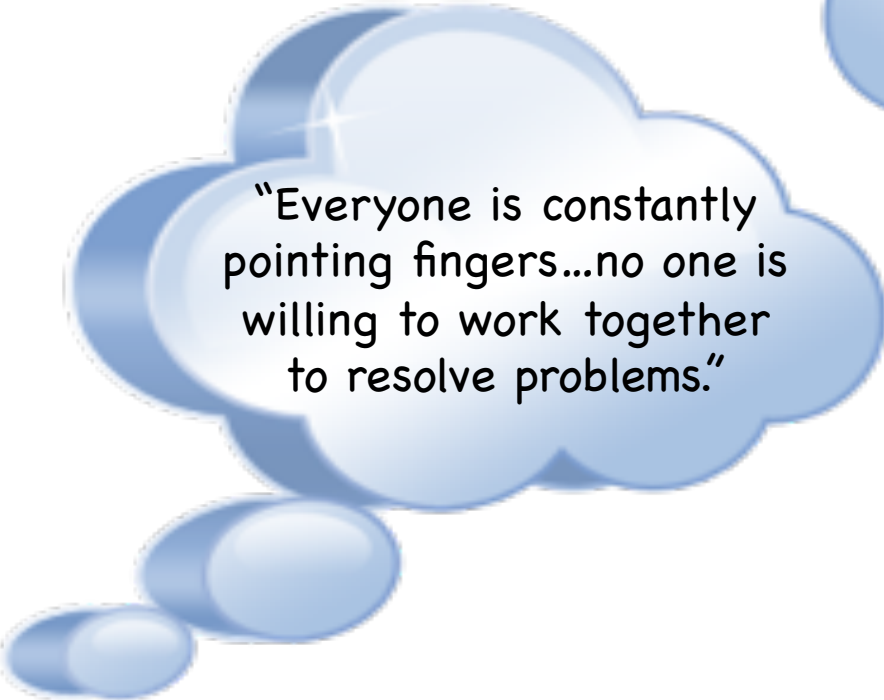
Following imperatives implied by their discoveries to naturally meet the needs of customers

- Priorities: Leverage R&D investments **for breakthrough and incremental change**

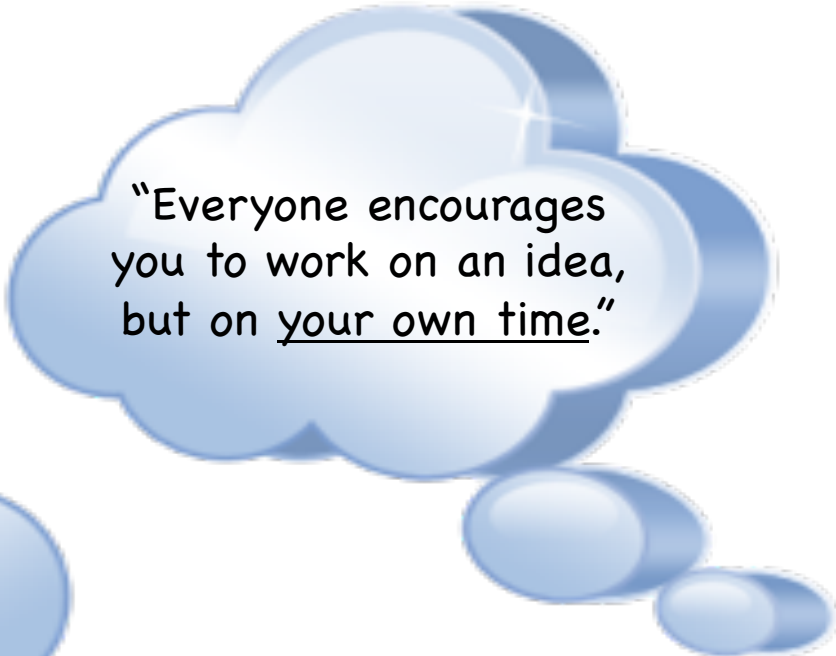


What gets in the way?
Jot down the top 3 things that
get in the way of Innovation

What Employees Said



"Everyone is constantly pointing fingers...no one is willing to work together to resolve problems."



"Everyone encourages you to work on an idea, but on your own time."





Culture Circles

- Small teams of employees from all levels invited to participate via peer nomination
- Grass roots approach to problem solving issues identified via the Employee Engagement Survey
- Culture Circle Leaders were provided with Creative Problem Solving training to aid the effort and enhance leadership capability



Culture Circles: The First Challenge



- Employees don't feel it is safe to take a chance on an idea that doesn't work out.
- Employees don't feel that ideas are adopted regardless of who suggests them



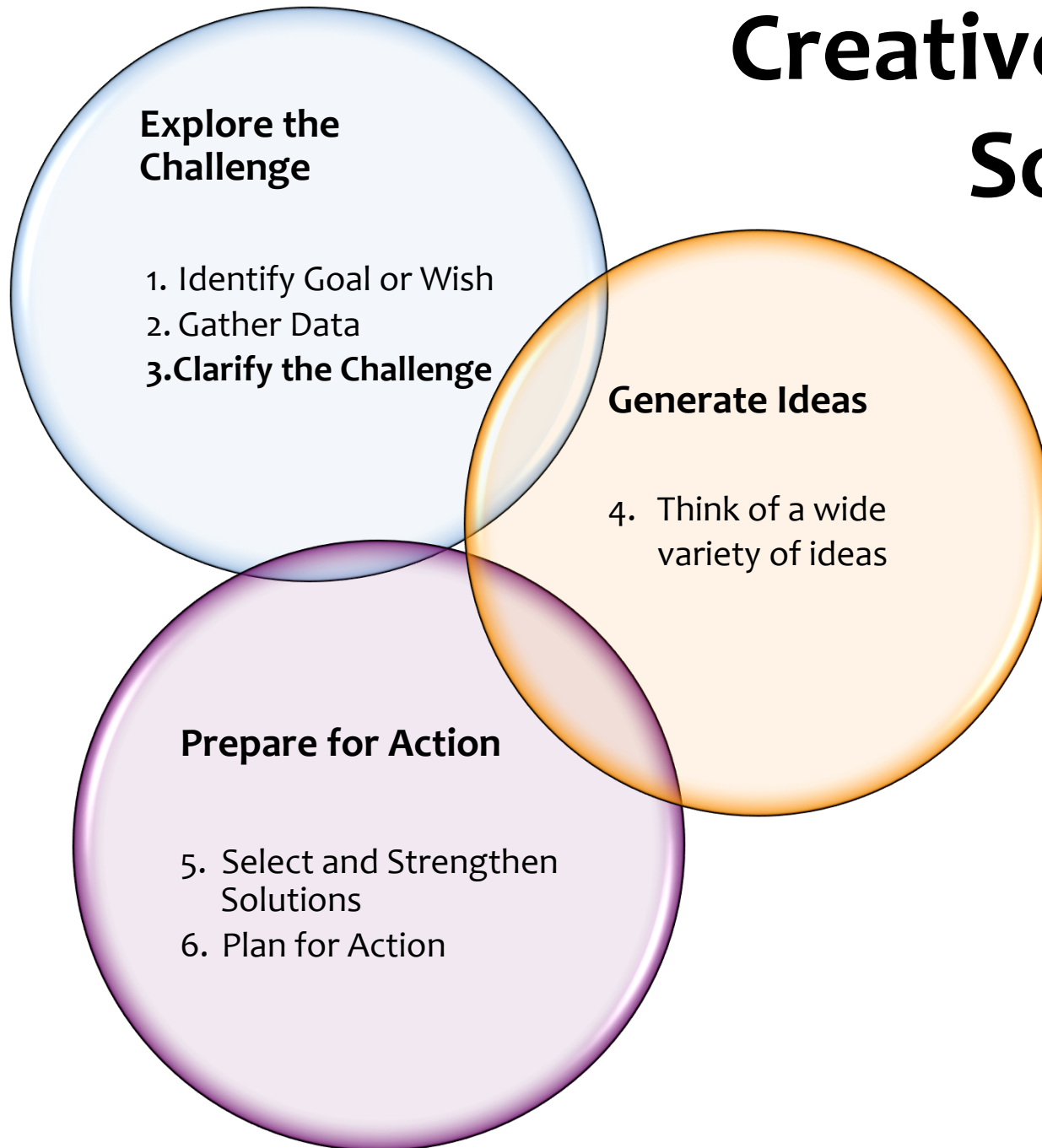
In support of Innovation



- Sponsorship from the Top
- Provide tools and techniques to enable the CC Leaders, and give them “WIIFM”



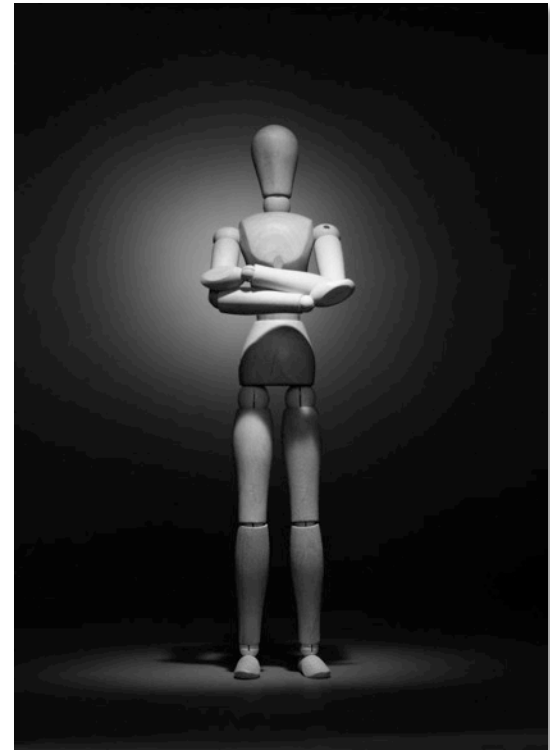
Creative Problem Solving (CPS)



Separate the Modes of Thinking

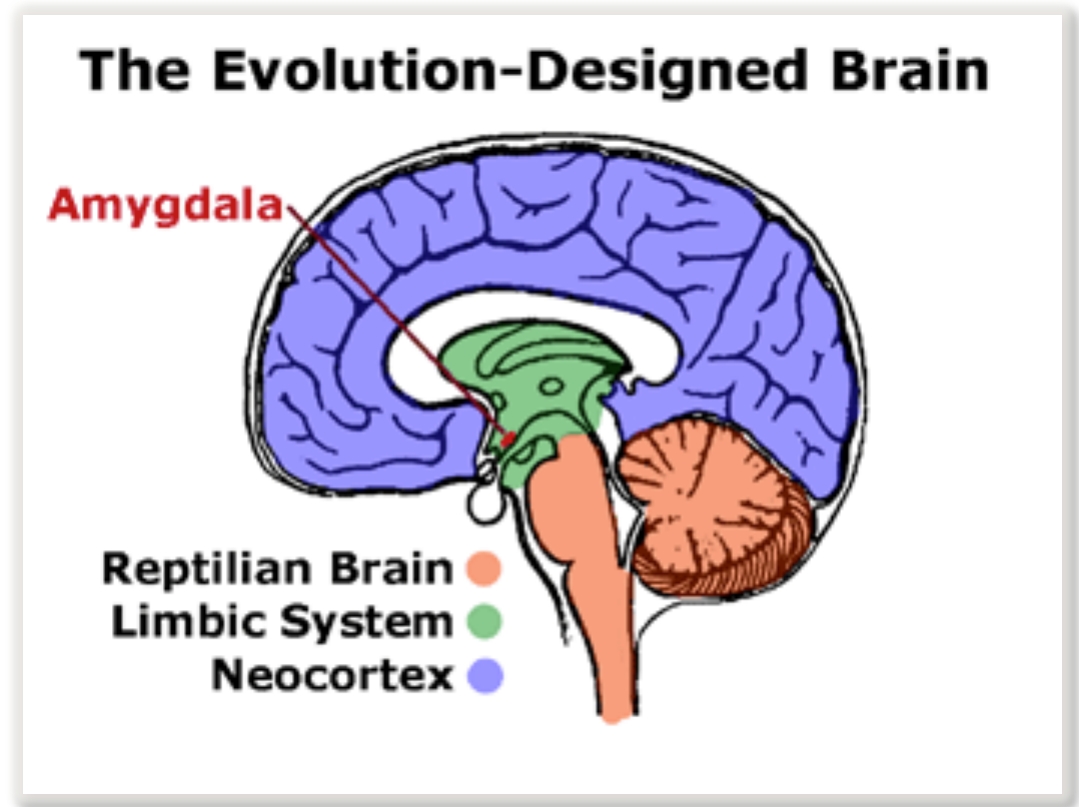


Divergent



Convergent

Our brains are programmed to fear new thinking!





How to..?

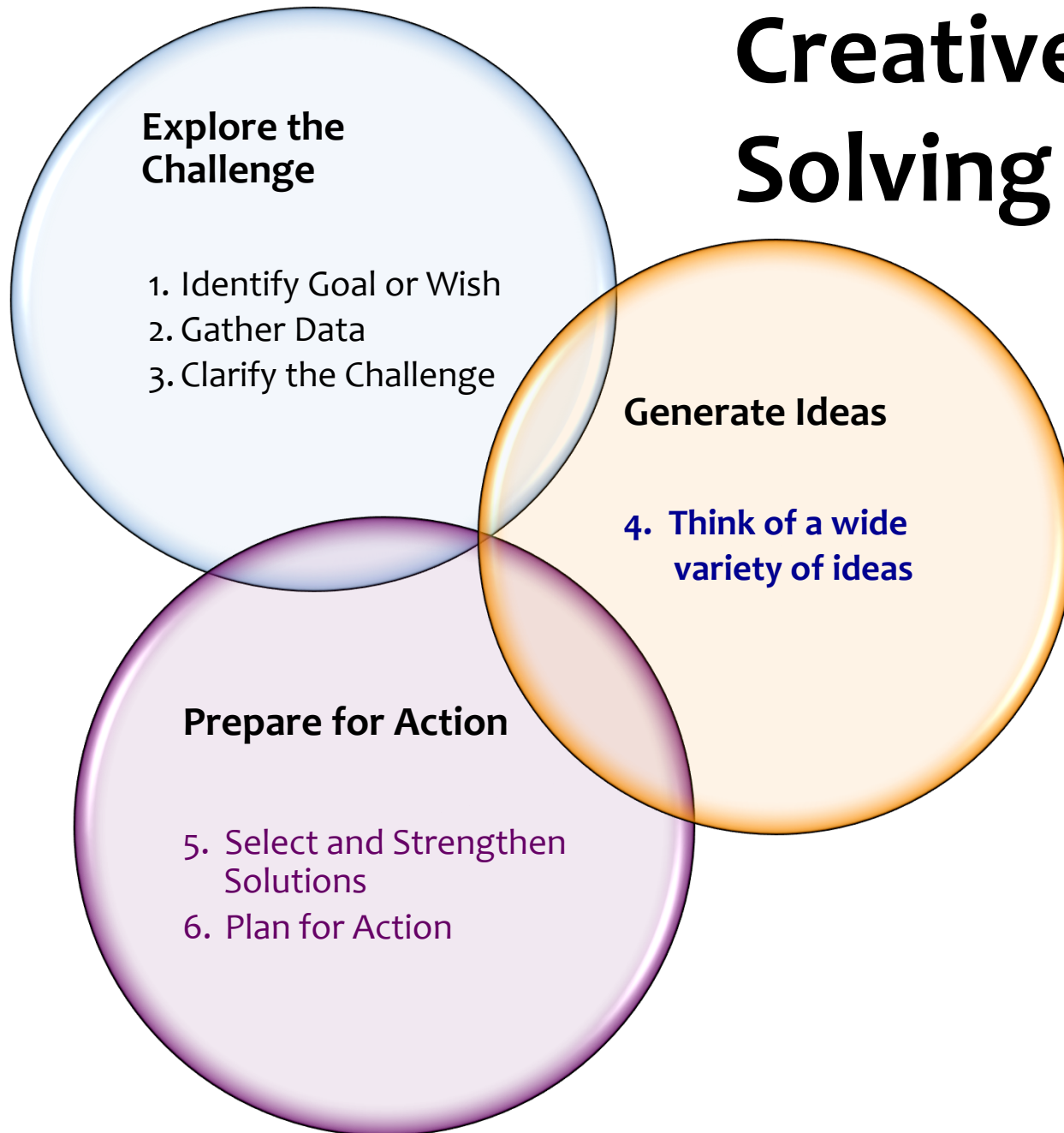
How might we..?

**What might be all the
ways..?**

**In what ways might
we..?**

**Use Statement Starters to
Keep from Killing New Ideas**

Creative Problem Solving (CPS)



“

A new idea is delicate. It can be killed by a sneer or a yawn; it can be stabbed to death by a quip and worried to death by a frown on the right man's brow.

”

Ovid
Poet (43BC – 17AD)

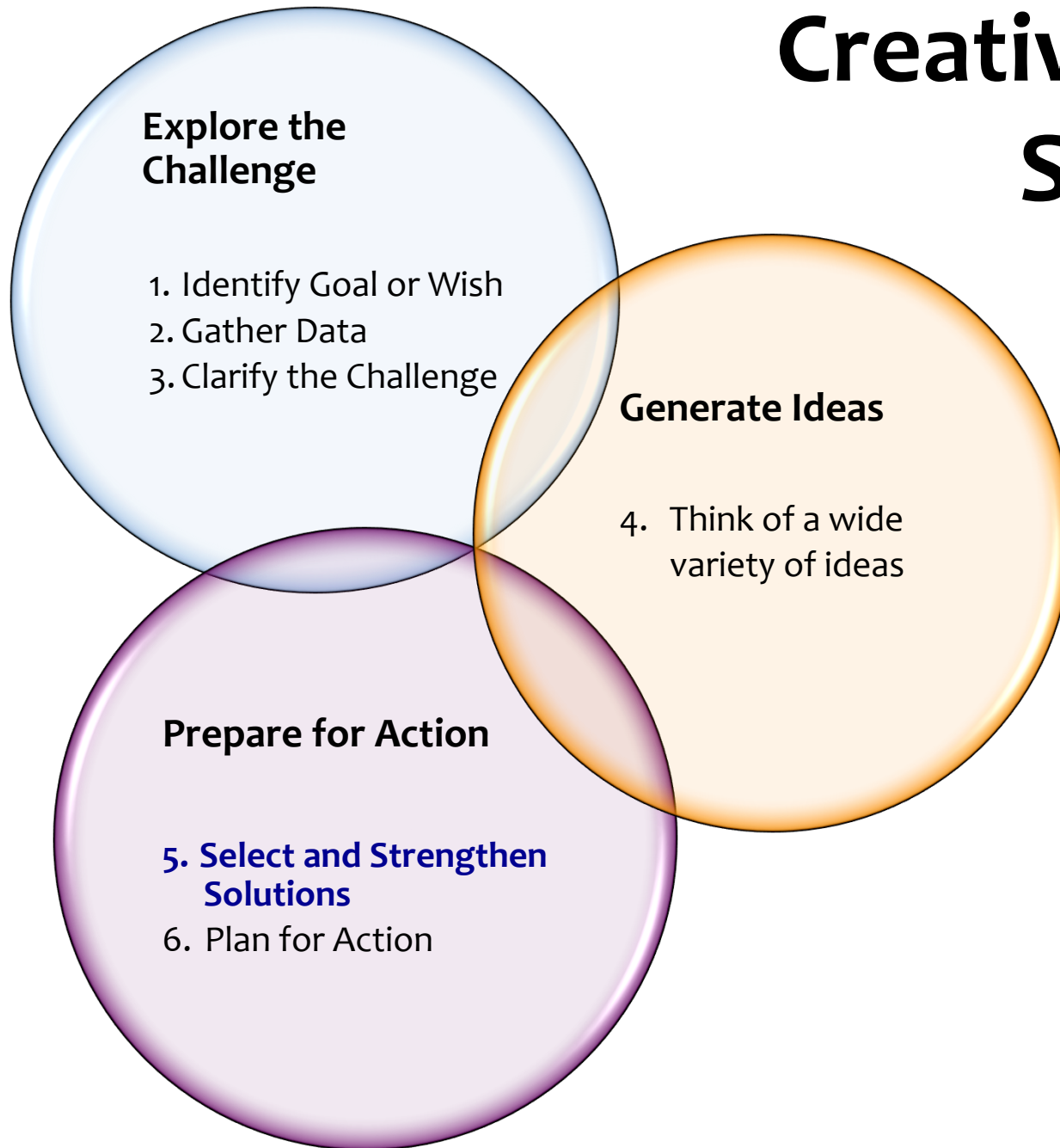
“One Little Word” Exercise

1. Find a partner
2. Decide who will be Person A and who will be Person B
3. Scenario: You and your partner were given a “free” vacation day!
 - Person A begins by saying: **“Let’s go somewhere exciting!”**
 - Person B answers by saying “Yes, but...”
 - Person A then replies by saying “Yes, but...”
4. Continue your conversation, always beginning with Yes, but ... until I call time

“One Little Word” Round II

1. Find a partner (someone new)
2. Decide who will be Person A and who will be Person B
3. Scenario: You and your partner were given a “free” vacation day
 - Person A begins by saying: “Let’s go somewhere exciting!”
 - Person B answers by saying “Yes, **and...**”
 - Person A then replies by saying “Yes, **and...**”

Creative Problem Solving (CPS)



How did Creative Problem Solving Foster Innovation?



- Clarify the Challenge
- Use of “YES, and”
- Use of Solution Strengthening Tools to build confidence
- CC Leaders and Team Members brought the techniques back to their departments!
 - Became Facilitators in their dept
 - Driving culture change to increase empowerment and collaboration
- Use of our next tool (POINT) to anticipate and solve for objections

Ensure potentially great ideas are not automatically disregarded



What I **LIKE**
about it

P = Pluses

O = Opportunities (the good kind!)

I = Issues (potential pitfalls/roadblocks)

Nt = New Thinking!

Beyond the Brainstorm



Remember!

- ✓ **Separate Divergent & Convergent Thinking**
- ✓ **Always state problems as questions:**
(How MIGHT we? What MIGHT be all the ways..?)
- ✓ **“Yes, And..”**
- ✓ **Look for the positives of an idea before launching into issues: P-O-I-Nt**

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