



# What's Your Organization's Innovation Score & How Can You Increase It?

Carla Brown, Press the Go Button  
@pressgobutton  
Carla@pressthegobutton.com

## Why Innovate?

We don't want  
our organization  
or career  
to die



# Why Innovate?

We all want to solve really tricky problems



Photo: Ashley Batz, StockSnap

# Why Innovate?

Work can make us  
feel energized  
& alive



Photo: Daniel Bowman, StockSnap

# Is Your Work Innovative?



Patrycja Tomasczyk, StockSnap

OR



Kazu End, StockSnap

# Scoring Innovation

- Survey based on data since 2009 by the Innovation Engineering Institute
- 20,000+ Innovations in our portal
- 100,000+ Managers
- \$11.4 billion in active projects
- Fortune 10, Fortune 100, Small Companies, Non-profits, Universities



**Answer Now**

*Based on your  
perceptions of your  
organization*

# Innovation Agreement

Do you PERSONALLY agree that your organization needs to accelerate innovations that are meaningfully unique versus your competition?

How URGENT is it for your organization to take action on accelerating innovations that are meaningfully unique versus competition?

# How to Improve Your Innovation Agreement Score

## Get Agreement in Your Organization



### **WHAT is an Innovation?**

*Specifically - how would you know one when you saw one?*



### **WHY do you Innovate?**

*Explain in a way that would motivate workers & leadership.*



# WHAT is an Innovation ?

*How would you know one when  
you saw one?*

A Product or Service is Meaningfully Unique when...

Customers are willing to pay more money for it.



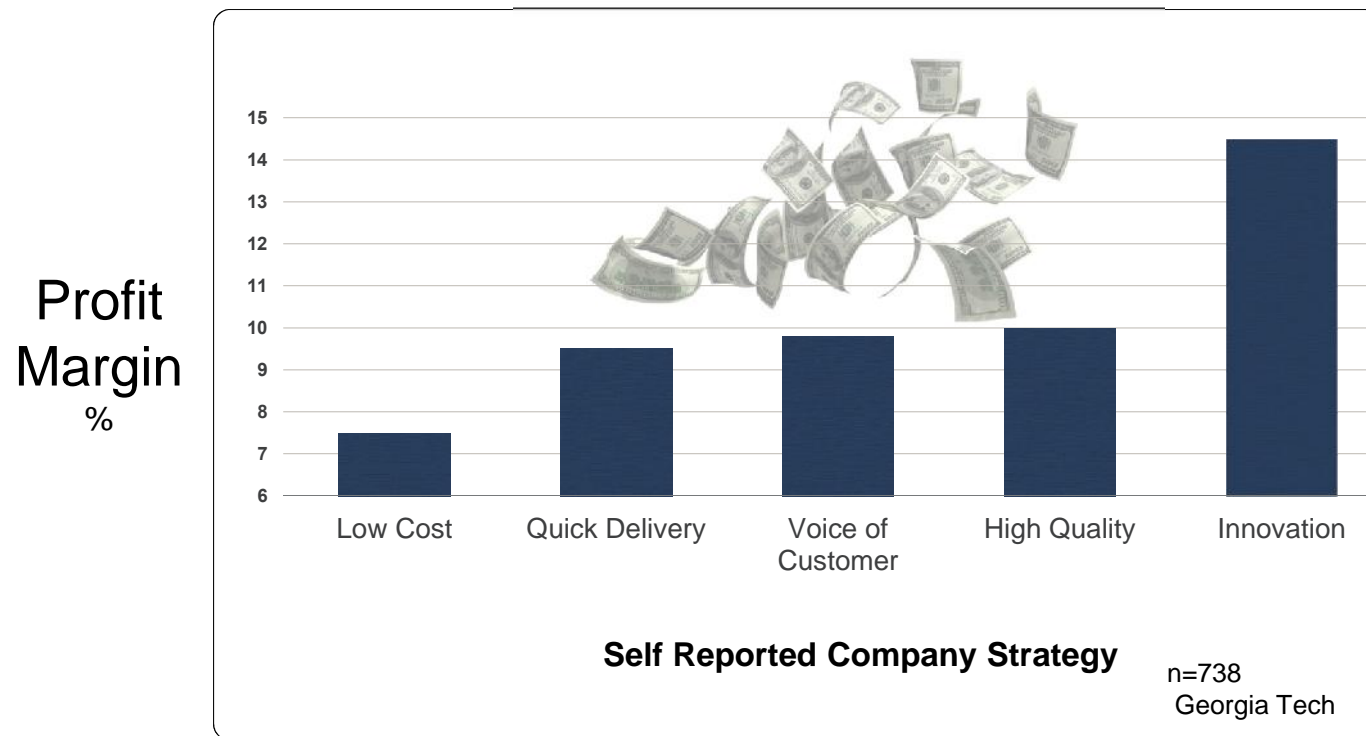
If you're not

**Meaningfully  
Unique**

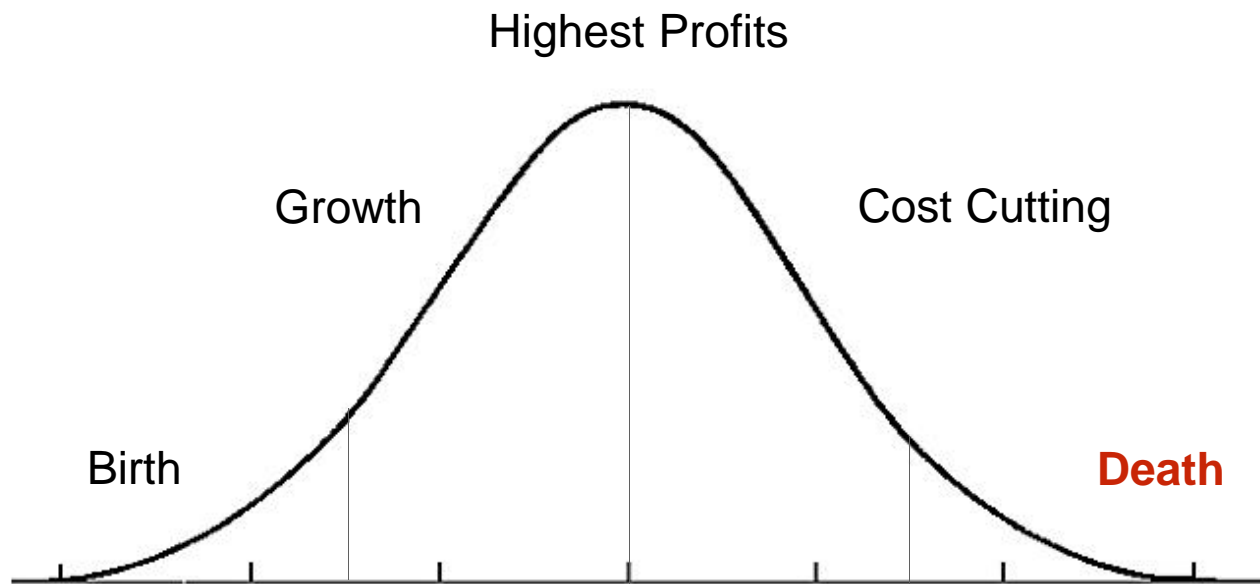


you better be **CHEAP**.

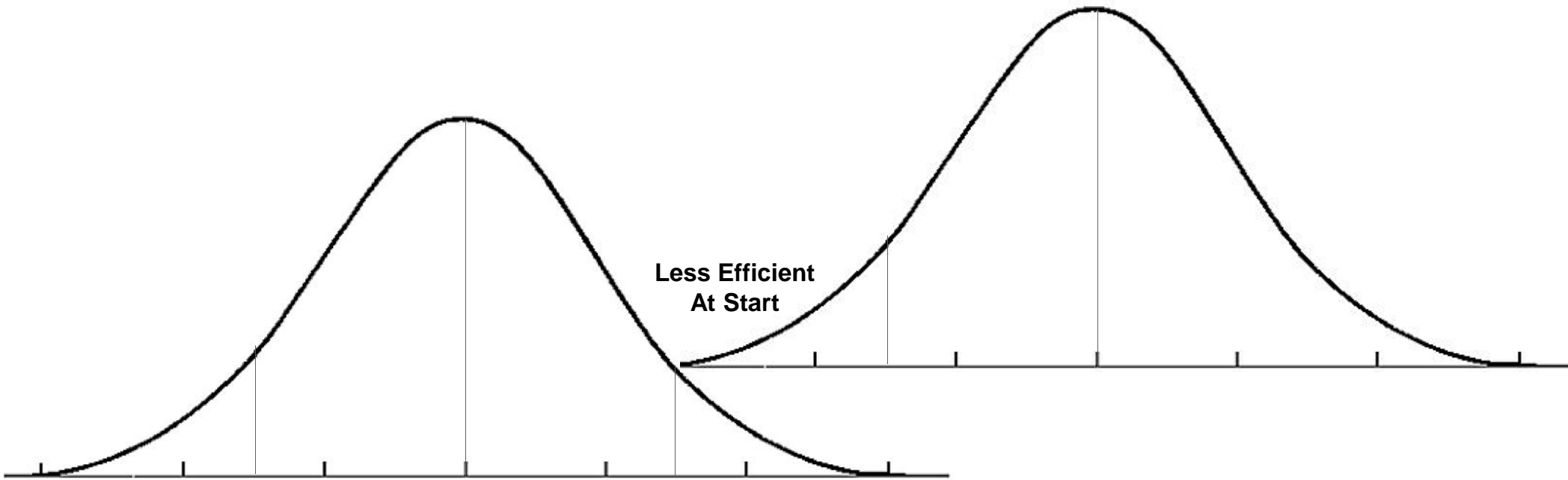
# Innovation is far more profitable as a business strategy!



# WHY Innovate Now?



# Innovation Ignites Never-ending Life



# Innovation System

How confident are you in the reliability of your company's system for creating and executing more profitable products, services, customers and or markets?

Overall how SUCCESSFUL do you feel your organization has been with innovations?

Are you PESSIMISTIC or OPTIMISTIC about your company taking action on accelerating innovations that are meaningfully unique versus competition?

# When most people think of Innovation

They think about  
inventing new ideas

**BUT**

We say innovation is the ability to bring ideas  
all the way to market

To do this, you need an innovation system





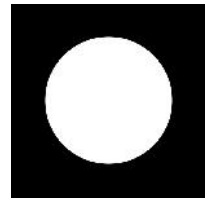
Applies the System Thinking of ...

**Dr. W. Edwards Deming**





“94% of failures are due to the **SYSTEM**  
6% are due to the worker”



# The Results Factory

We need help.

We have lots  
of **RED Results**



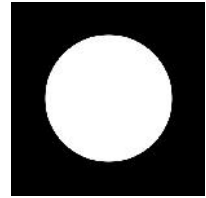
**RED INK**



**RED FACED**

**RED = Failures, Mistakes, Problems**

We need 2 volunteers to work for our company ...



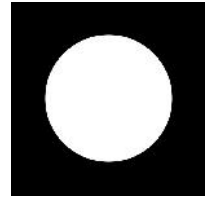
# The Results Factory

Our Objective is **RED RIDDANCE**

That Means No **RED BEADS**  
in our daily work

**ONLY WHITE BEADS**

Our Red Riddance process was  
designed by  
E. Go. Guru. Consulting  
and therefore, it is perfect,  
and will not need to be changed.



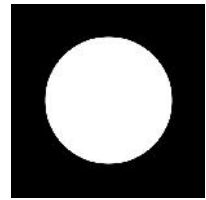
# The Results Factory

**We are a fair company.**

**We reward great performance.  
We punish failure.**

There are plenty of replacement business  
leaders out there if you can't cut it.





# The Results Factory

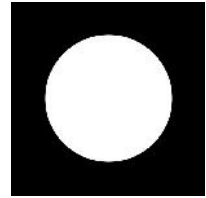
## E. Go. Guru Consulting Recommends



1. Dip paddle into the bowl.
2. Lift paddle 4 Inches
3. Tilt at 47 degrees

If angle is perfect you will get all white  
and we will have **RED RIDDANCE**

**NOTE: Empty Holes Count as Red**



# The Results Factory

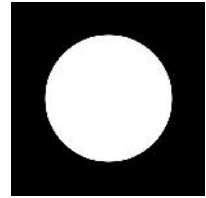
In sequence, draw beads  
Keep paddle at 47 degree angle



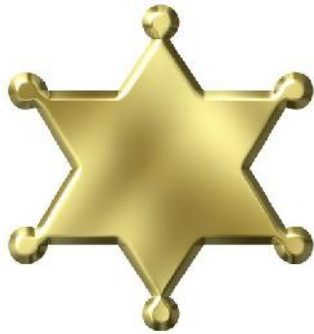
remember no **RED BEADS**

**GOAL TODAY: 9 or less Red Beads**

**Draw Now**



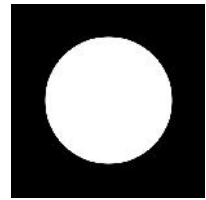
# The Results Factory



**Recognition for our  
TOP PERFORMER!!!**



The bottom performing employee -  
you are going on probation.  
The future of your job depends on improving your  
performance.



# The Results Factory

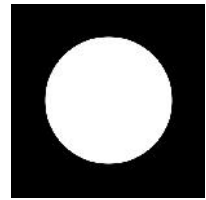
## **E. Go. Guru Consulting**



**Benchmarking indicates  
competition is at  
5 or fewer Red Beads**

**Let's ask employees for ideas**



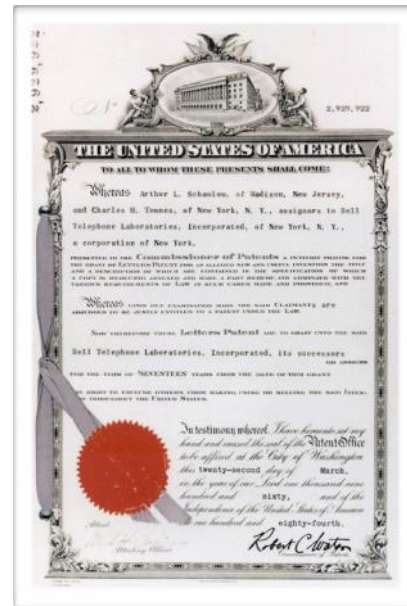


# The Results Factory

## Idea #1

We don't have the technology

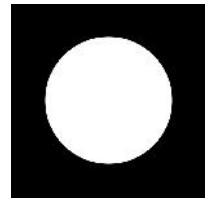
However there is a new technology, that is patentable, that we could license.



## Response

*We can't afford to pay for a technology.  
Besides, that's what we pay R&D to do.*





# The Results Factory

## Idea #2

Our suppliers have ideas for how to reduce **RED**...

Maybe we could get them together to see if they can help.

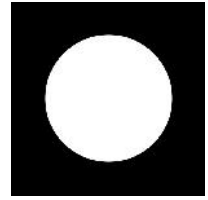


## Response

*Not possible.*

*We just negotiated vendor contracts that cut cost 12%...this could increase our costs.*





# The Results Factory

## Idea #3

We could educate and enable employees to help us.



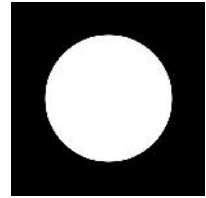
# Response

*Get real!*

*Our people aren't creative.*

*Besides we can't take forever - we need results before the end of the quarter.*



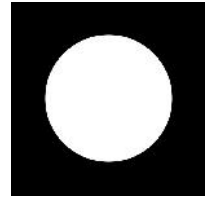


# The Results Factory

**The CEO is EXTREMELY unhappy  
with the whole “Idea Thing”**

*“New ideas take too long  
and are too risky...”*

*We need people to work harder.  
Making an “example” of someone that usually works... especially  
in today’s tough job market.*



# The Results Factory

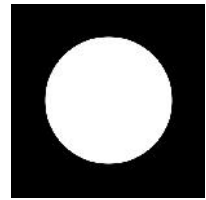
Lowest performer ...

**You're FIRED!**

**Top performers ...**

**The future of the company  
depends on YOU!**



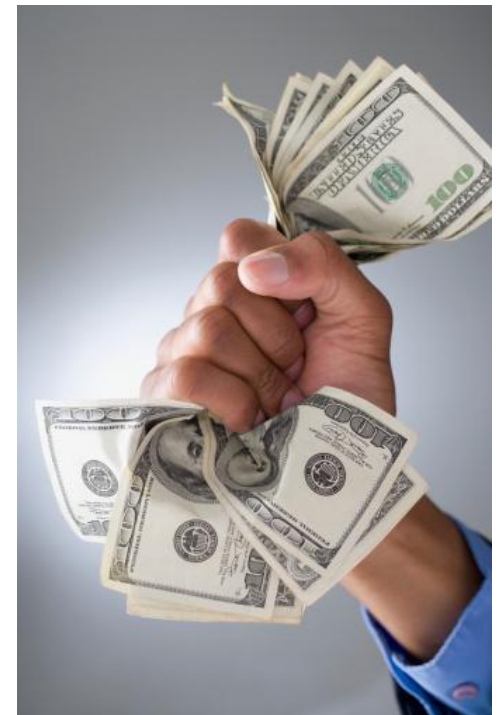


# The Results Factory

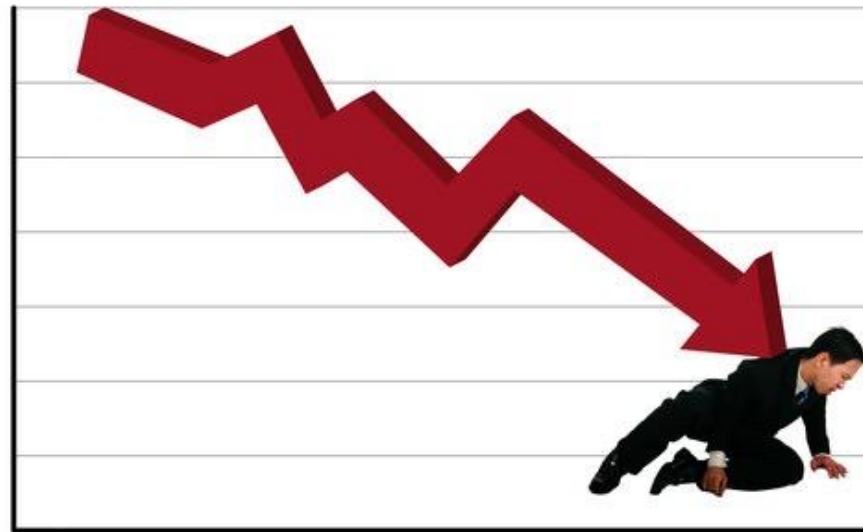
**E. Go. Guru  
Consulting**  
Makes another  
Recommendation

**Incentive Pay**  
**3 or less Red Beads**  
**Means 30% Pay Bonus!**

**Draw Now**



# Competition has moved from 5 to 2 Red Beads



**Sadly, we are out of business!**  
Big Round of Applause for All Our Volunteers

# Volunteers

Even when you knew it was random, how did it feel when you got red beads?



**The Secret is  
SYSTEMS**

**SYSTEMS  
that ENABLE  
Employees**



# A Really Great Idea Is Only the Beginning

Big Idea + Average Company System for Development = 80% Failure



**Study**

Big Idea + Innovation System for Development = Success

## **Learning Mindset**

Managers basically agree that our organization's ability to learn is the key to our competitive advantage.

The basic values of this organization include learning as key to improvement.

We are good at capturing what we have learned so that others in the organization can make use of it.

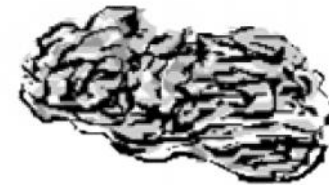
# Traditional Model for Idea Generation

draining  
~~Brainstorming~~

Before



After



**Suck Method**  
Uses Your Brain Like A  
**LIBRARY**

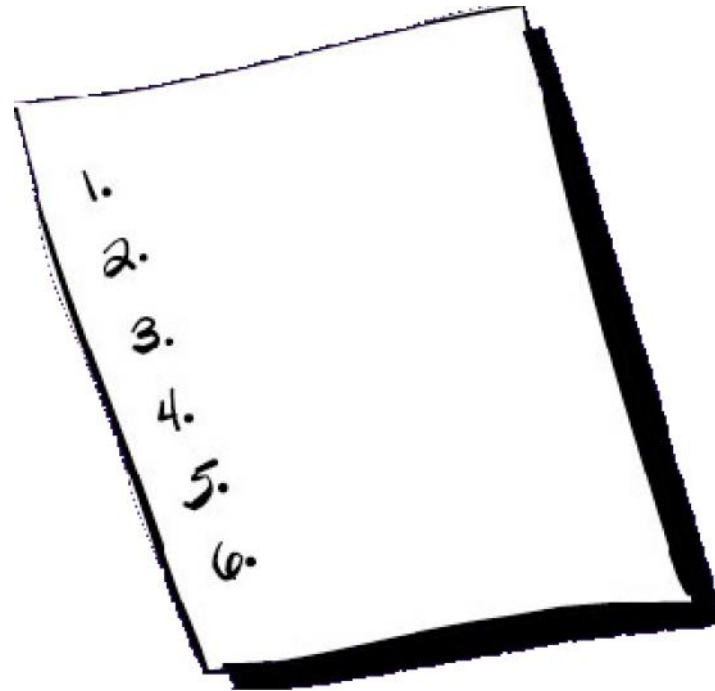
# Innovation Engineering Model for Idea Generation



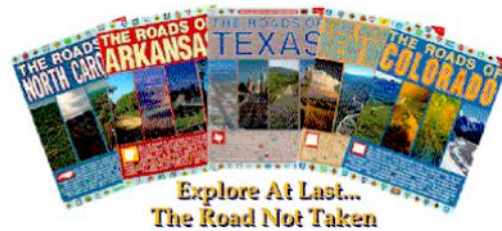
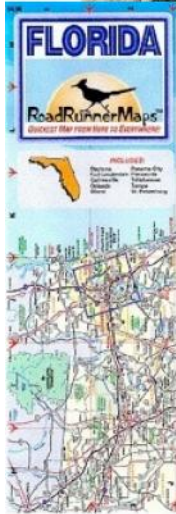
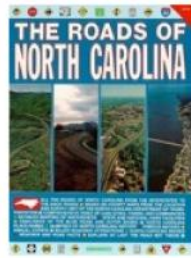
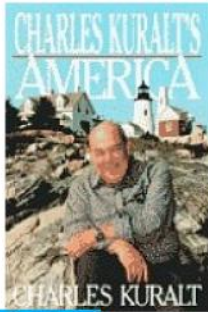
**Stimulus sets off a CHAIN Reaction!**



# Where To Go On Vacation?



# Where To Go On Vacation?



**At Their Most  
Basic**

**IDEAS**

**are Feats of  
Association**



**DO  
IT!**

## Brain Draining

*Create a list of ideas for  
new playgrounds*



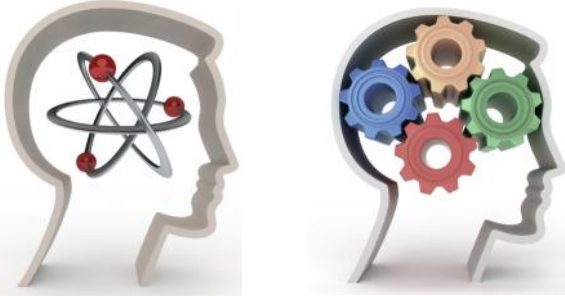
# Demonstration of Stimulus

**Give TWO Words  
that Would NEVER INSPIRE  
an idea for a playgrounds**

This is one of 70+ tools that we use to help teams create ideas



# Stimulus MINING



**WISDOM**  
Mining

**PATENT**  
Mining

Tech  
Mining

**LEAP & CORE**



**MARKET**  
Mining

**INSIGHT**  
Mining

Classic Mining

**CORE**



**FUTURE**  
Mining

**UNRELATED**  
Mining

Stretch Mining

**LEAP & CORE**

## Innovative Leaders are Comfortable Saying:

“I don’t know”

“I need help”

“I fail a lot”

They bring a  
Learning Mindset



Photo: Nashad Abdu

# Innovation Pipeline

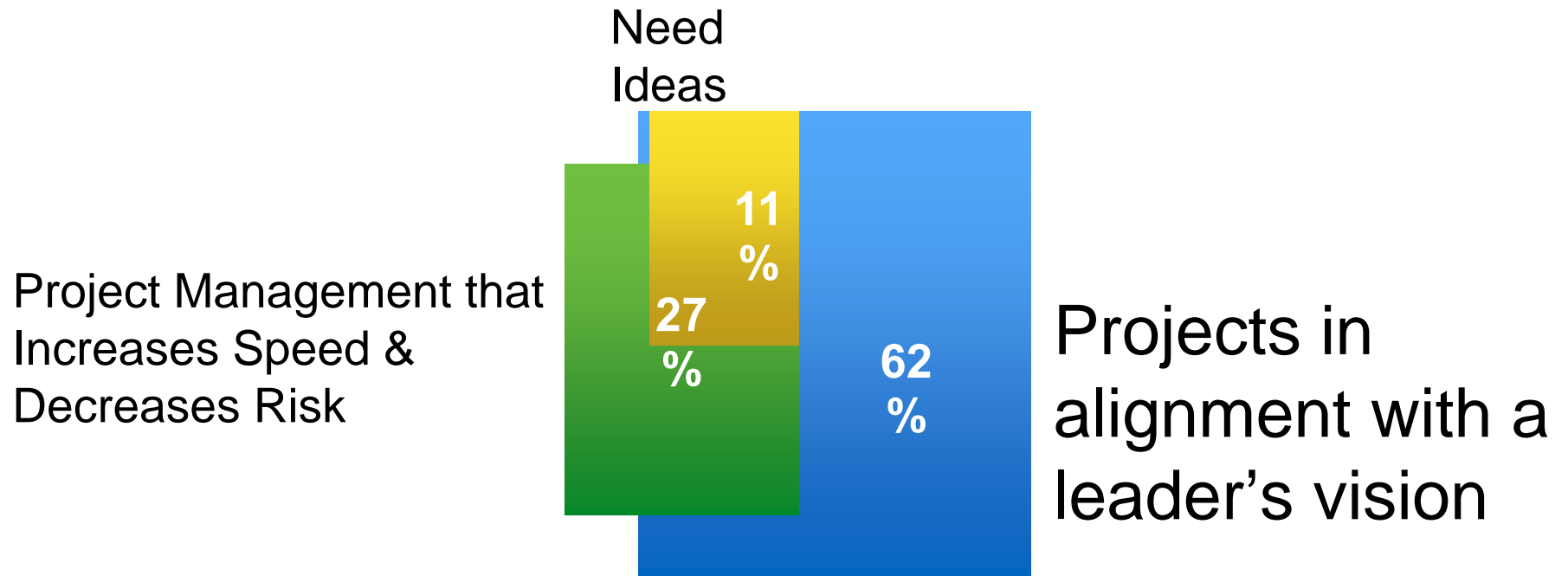
Our innovation strategy is clearly communicated so everyone knows the targets for improvement.

There is top management commitment and support for innovation.

There is a clear link between the innovation projects we carry out and the overall strategy of the business.



# Biggest Challenge In Delivering Innovation



# Alignment Starts with a **FUTURE FOCUS**

A **FUTURE FOCUS** was  
10 times more predictive  
of success than a "Voice of  
the Customer" approach.

PROACTIVE Innovation  
vs.  
REACTIVE Innovation



“Did customers ask for the electric light? No. They never asked for it, the producer produced it. No one asked for a car, nor a telephone. No one asked for a copy machine or a fax machine.



Innovation does not come from the customers. Innovation comes from the producer, from people who are responsible for themselves and have only themselves to satisfy.” – Dr. W. Edward Deming

A pair of hands with light-colored skin and manicured nails is shown from the sides, gently holding a glowing, translucent crystal ball. The crystal ball is the central focus, emitting a bright, ethereal light. The background is dark, making the glowing ball stand out. The text is overlaid on the crystal ball.

**“Management’s Job**

**is one of Prediction”**

**There are no certainties**

# Leadership Defines

**WHAT** we need

& **WHY** we need it

**! @ \$**  
**INNOVATION**  
ENGINEERING

**Blue Card™**  
Strategy Activation™ clear & motivating project missions.

What type of **VERY IMPORTANT Challenge** is this...  
Very Important Opportunity \_\_\_\_\_ Very Important System \_\_\_\_\_  
Innovations for current or new customers Innovations for improving how we work

**VIO/VIS Name:** Give this Strategy Activation™ a name that is suggestive of the mission.  
\_\_\_\_\_  
\_\_\_\_\_

**Narrative:** An honest explanation of **WHY** we need to innovate. **WHY** is **VERY IMPORTANT**.  
Be so honest, clear & specific that it's motivating to those who would volunteer to invent solutions.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Now that you understand **WHY** this is a VIO/VIS challenge - turn the card over for the clear and specific **PROJECT MISSION**...

# EMPLOYEES invent HOW to solve

**Blue Card-**  
Strategy Activation - Clear & motivating project missions.

**Very Important Challenge** is this: \_\_\_\_\_  
Very Important Opportunity \_\_\_\_\_  
Very Important System \_\_\_\_\_  
Innovation for company vision statement

**VISION Name:** Clear the Strategy Activation™ a name that is suggestive of the mission.

**Narrative:** An honest explanation of WHY we need to innovate. WHY is a VERY IMPORTANT for the business. Clear & specific that is motivating to those who would volunteer to become solutions.

**Yellow Card-**  
For Product, Service, or Process Innovation Projects  
Start from the front or back side of card. Fill in all that you can.

**Innovation Name:** \_\_\_\_\_  
Product, Service or Process Innovation NAME that is suggestive of the benefit.

**NEWS HEADLINE:** In a customer - what makes your innovation MEMORABLE? UNUSUAL.

**CUSTOMER:** WHO? specifically to the customer for this innovation?

**Customer PROBLEM:** WHAT customer problem or wish does this innovation address?

**Benefit PROMISE:** Make a SPECIFIC or numeric promise to solve the customer problem.

**WMI:** The innovation is and WHY it can promise what others can't see in the WEC or CMC.

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# Military Approach Shifted: From “Command & Control” to “Commander’s Intent”

**Definition:** A clear and concise expression of the purpose of the operation and the desired end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander’s desired result without further order, even when the operation does not unfold as planned.

**In the absence of further orders you would know what to do....**



Photo: Tyler Barnes, StockSnap

# Examples of Blue Cards



**Creating an  
Innovation Culture**



**Products &  
Programs for  
New Customers**



**Cost Savings Areas**  
*Constraint  
must be greater  
than \$50,000*



**More Customer  
Driven Ideas**  
*Constraint  
must apply to  
at least 5  
customers*



# What is NOT Strategy

*Sell \$12M more - or  
Increase Profits 20%*

**That's an outcome of a strategy**

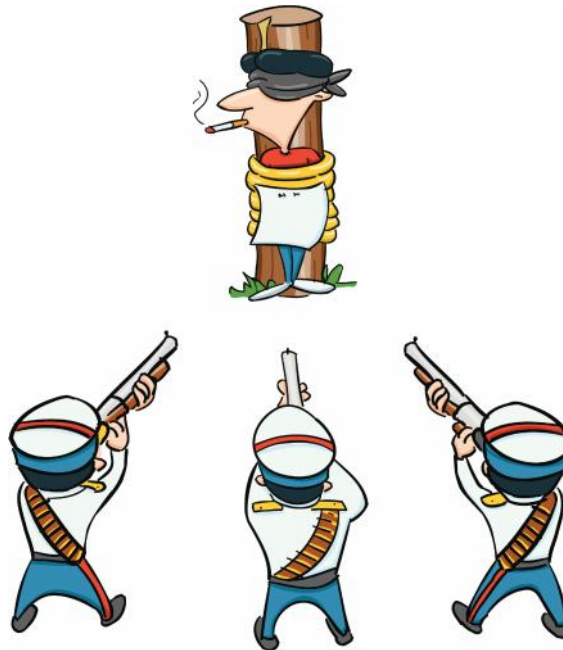




**Strategy also defines  
what we are going to  
STOP DOING**

# Without Absolute Clarity on What Success Looks Like...

Being a Change Agent is Very RISKY  
as there are no rules



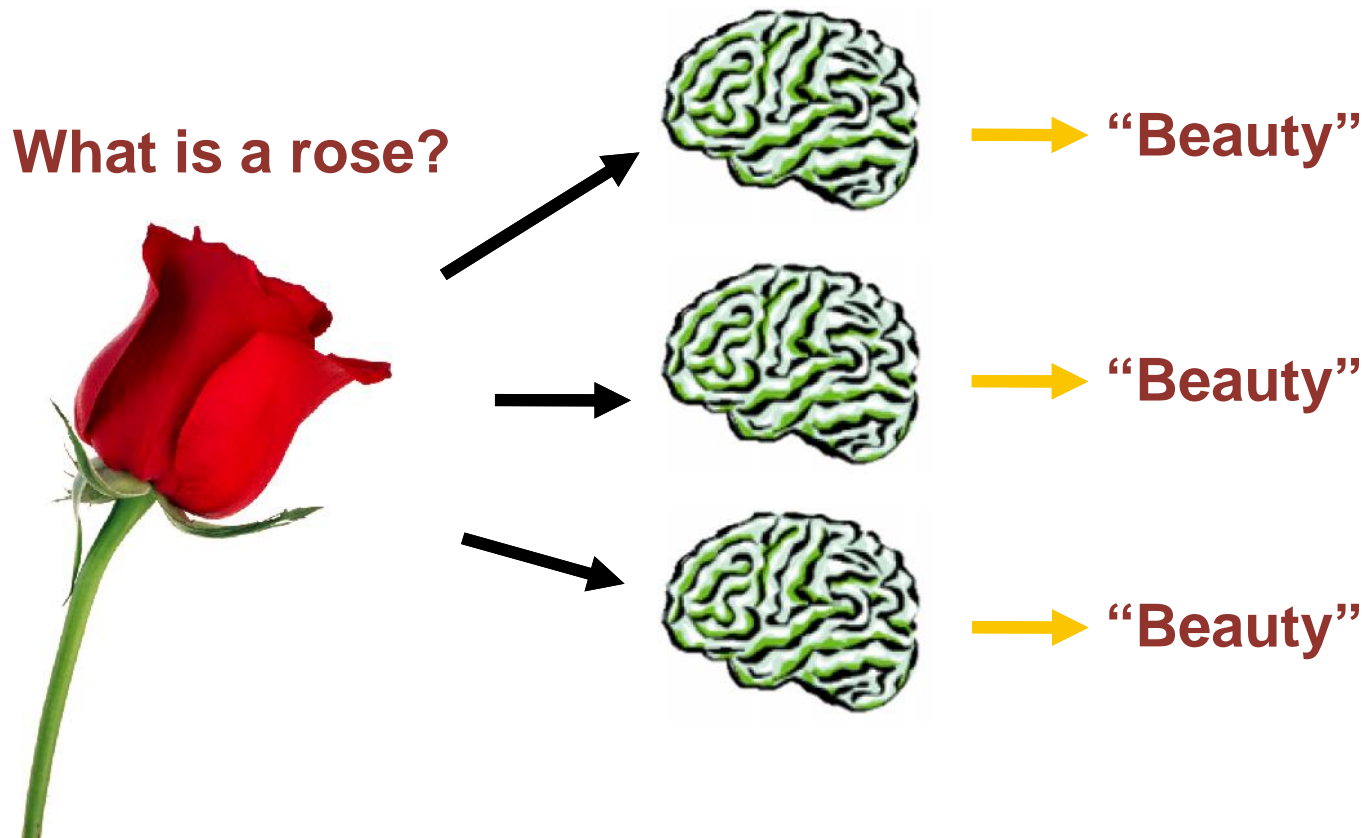
# Collaboration

Our organization or team has instituted formal processes to network outside the company to find new ideas for processes or products.

Our organization makes it easy and encourages other organizations to approach us with new ideas, potential solutions or new opportunities.

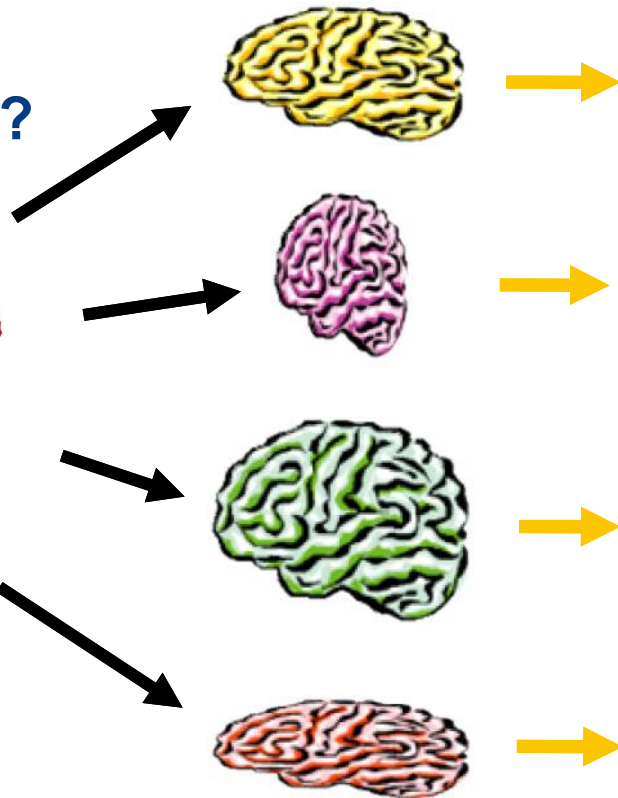
The people I work with cooperate to get the job done

# What Happens Without Diversity: Clones Create Clones



# Diversity Multiplies Impact of Stimulus

What is a rose?



**“Beauty”**



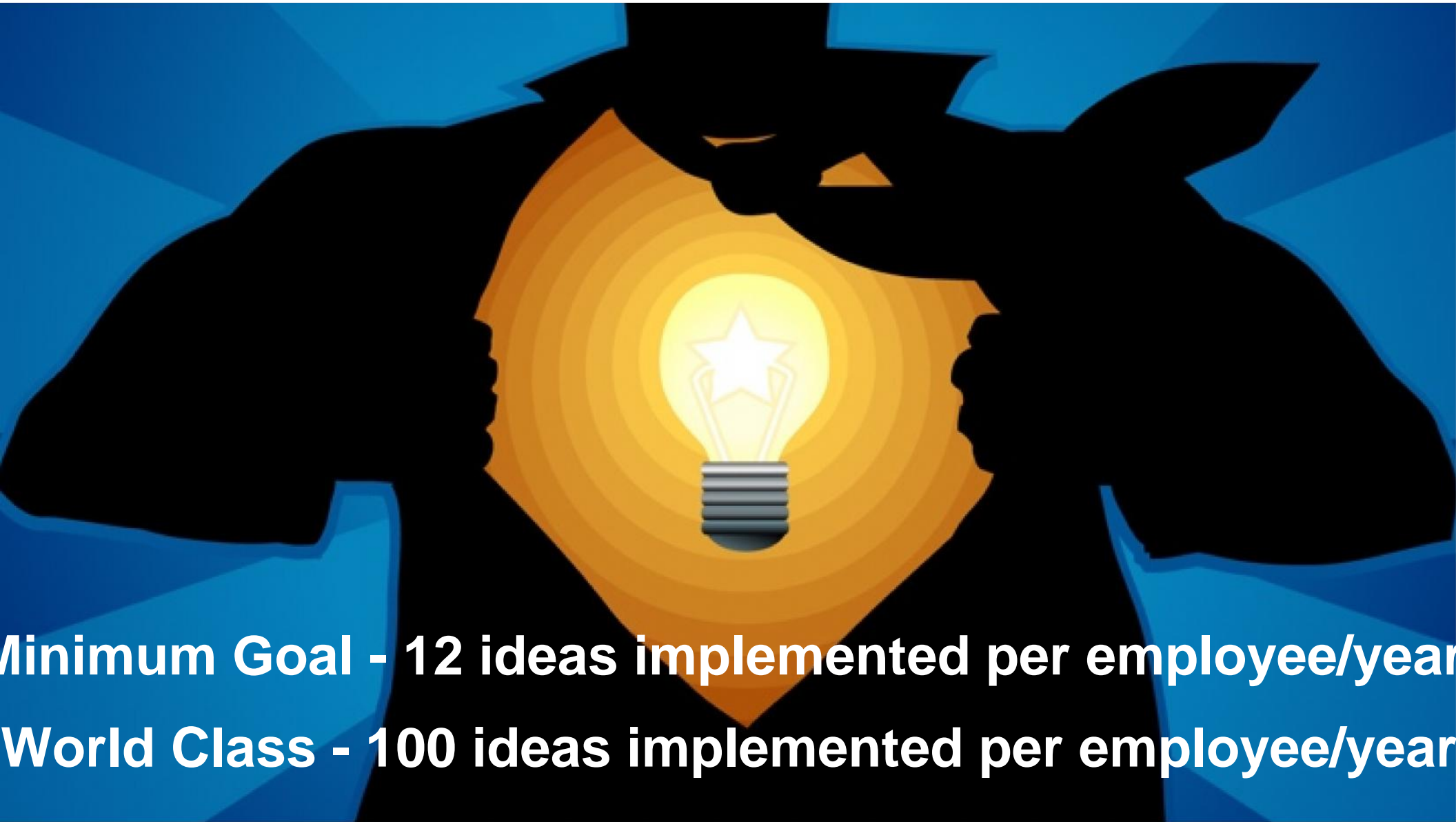
**“Vitamin C Tea”**



**“Rose Water”**



**“Tango”**



**Minimum Goal - 12 ideas implemented per employee/year**

**World Class - 100 ideas implemented per employee/year**

# Collaboration Cafe

The easy way to multiply your innovation capacity.

**Define Need**  
What & Why  
with Constraints

STRATEGIC  
Narrative



A blue card form titled "Blue Card" with a header section for "STRATEGIC Narrative" and a large lined area for writing.

**Training**



**30 Minute  
Kick-off**

Pre-research  
& Innovation  
Exercises

**Build on  
ideas  
publicly  
&  
privately**



**Measure  
& Sort**



**Test,  
Implement,  
Queue**



**Report Lessons /  
Repeat**



## **Rapid Research**

Our organization has processes to allow for frequent experiments (or pilots) of new ideas in search of new innovations.

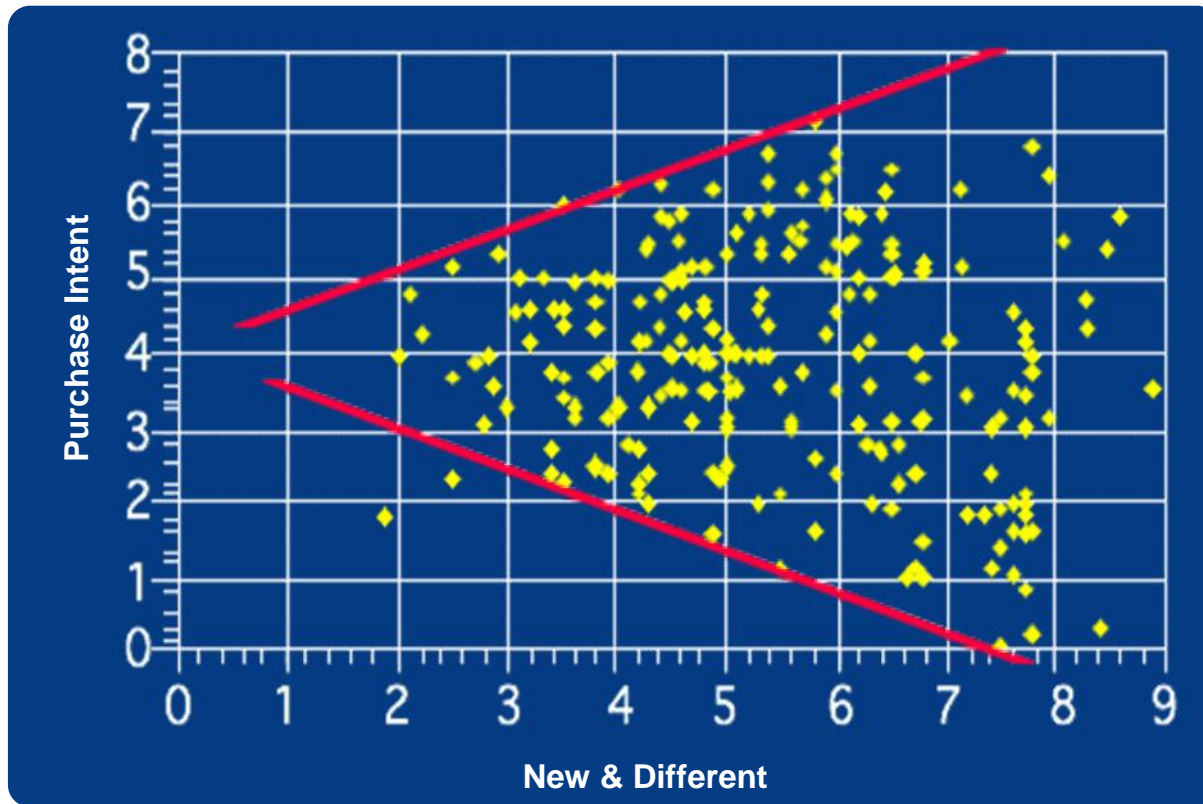
In this organization, we do a lot of quick informal market research.

**BUT WAIT**

**Meaningfully UNIQUE Ideas  
Spark FEAR**



# Fear is Understandable with Real Innovations



Wow! New & solved a real problem

A new offering but it didn't solve a real problem



# Build Courage By Making the Unknown Known...

**Innovation Card**  
For Product, Service, or Process Projects  
Scan the QR code or look up the card. Fill in all that you can.

**INNOVATION**  
UNIVERSITY OF CALIFORNIA

**Innovation Name:** \_\_\_\_\_  
PROJECT SERVICE OR PROCESS NAME AND ADDRESS OR PHONE NO.

**NEWS HEADLINE:** Explain what is new, why it is important, and what is the benefit.  
\_\_\_\_\_  
\_\_\_\_\_

**Customer:** (If possible, write the customer's name and address)  
\_\_\_\_\_  
\_\_\_\_\_

**Customer PROMISE:** (What is the benefit to the customer? How do you know?)  
\_\_\_\_\_  
\_\_\_\_\_

**Benefit PROMISE:** (What is the benefit to the customer? How do you know?)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Visit the Innovation Card Web site at [www.innovationcard.com](http://www.innovationcard.com) for more information.

**Customer PROBLEM**

**Benefit PROMISE**

**PROOF**



## Build Courage

By making it  
**easy to run  
experiments**



# MATH is the Gas Pedal



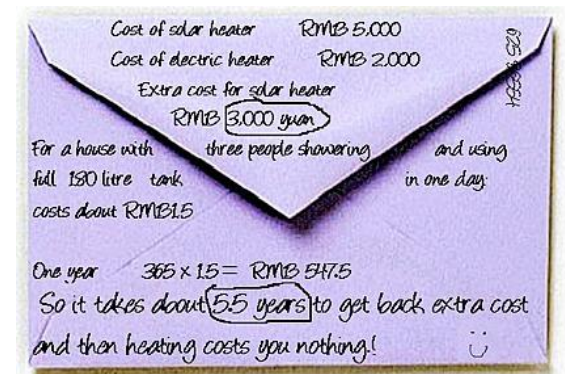
# Math Starts with Fermi Estimating

## Creating estimates with limited information

**Step 1:** Deconstruction into a few key factors






**Step 2:** Estimate factors

**Step 3:** Do simple math



# We MUST Respect **Emotional** Nature of Fear

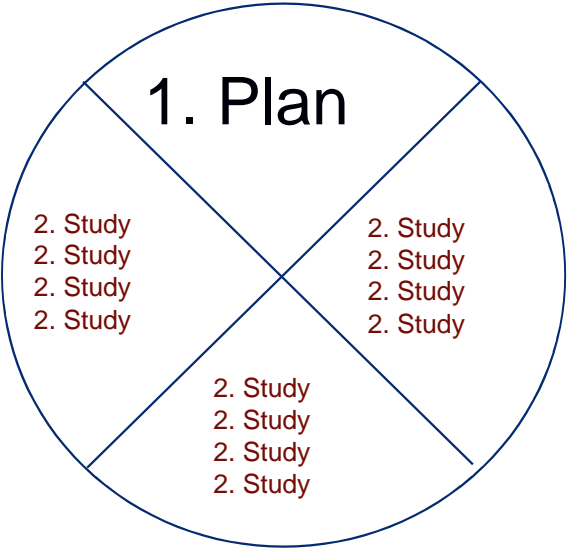
“Re-Label” with Equally **Emotionally** Charged Wording

<b>Fear</b>		<b>Death Threat</b>
<b>“No”</b>		<b>Death Threat</b>
<b>Can't Make it</b>		<b>Death Threat</b>
<b>Can't Afford It</b>		<b>Death Threat</b>
<b>Can't Sell It</b>		<b>Death Threat</b>



# Old World

**FEAR Reduction System**  
**Expensive & Slow**



# New World

**Plan - Do - Study - Act**  
**Fail FAST Fail CHEAP**





## ACCELERATOR Sessions



Really Ugly  
Ideas

**DAY 1**



Still Ugly  
Ideas

**DAY 2**



Less Ugly  
Ideas

**DAY 3**



Good enough  
to Go to Discover  
Patents Filed  
Trademarks Filed

**DAY 4**

# How long does it take to design, run and get statistical results from customer research?

- A. 1 to 2 Hours 6%
- B. 1 to 2 Days 8%
- C. 1 to 2 Weeks 14%
- D. 1 to 2 Months **38%**
- E. Over 2 Months **34%**

THAT IS NOT FAST!



# Let's Do the Math on Learning Cycle Time

$$\begin{array}{ccccccc} 1 \text{ Month} & & & & & & \\ \text{For Test} & + & 1 \text{ Month} & + & 1 \text{ Month} & = & 4 \text{ Learning} \\ & & \text{Analysis} & & \text{Prep} & & \text{Cycles} \\ & & & & & & \text{a Year} \end{array}$$

$$\begin{array}{ccccccc} 90 \text{ Minutes} & & & & & & \\ \text{For Test} & + & 90 \text{ Minutes} & = & 2 & = & 500 \\ & & \text{Prep} & & \text{Cycles} & & \text{Cycles} \\ & & & & \text{a Day} & & \text{a Year} \end{array}$$

**The faster you fail,**



**the sooner you get successful**

# Patents

Patents are very important to our organization.

Our organization proactively encourages internal use of patents and outside licensing of our patents and technologies.

Our organization supports employees quickly filing provisional patents for new innovations for work systems and or customer offerings.



## CLASSIC Margherita



Shredded Cheese = 50¢  
Buffalo Mozzarella = \$3.00

## Make our own Mozzarella



New Cost = \$1.00  
Better Taste, Quality  
Patent & Trademark

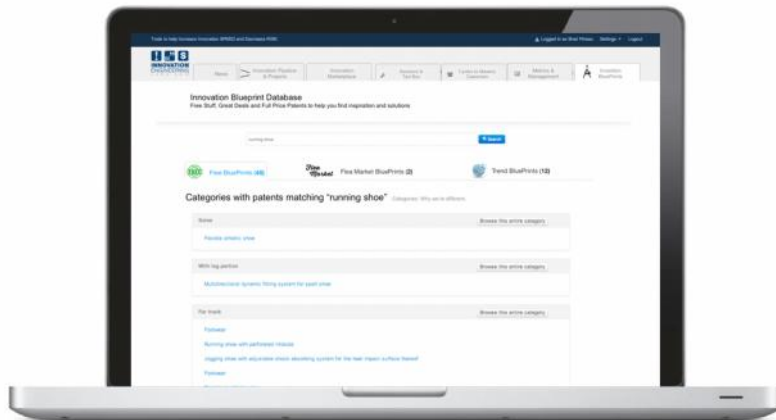
**NET: Increased Customer VALUE & Greater Profitability**

# Patent ROI

The sure way to turn your ideas into real wealth.



## Patent *Flea Market*



Fastest, cheapest way  
to OWN a patent

## Ideas to Patents™



Patent writing  
in about an hour



# Ways to Get Started

## Anyone

Host me for a free Innovation  
Brown Bag

OR

Ask me to speak with your  
organization's leaders about  
creating an innovation culture at  
your organization

## Organizational Leaders

Attend an Innovation  
Engineering Executive  
Experience for 1.5 days



**INNOVATION**  
ENGINEERING®  
Innovation Systems

**Mission:** To Change The World through Systems that Enable Innovation by everyone, everywhere, every day, resulting in increased speed to market (up to 6X) & decreased risk (30 to 80%).



Carla Brown, Press the Go Button  
@pressgobutton  
carla@pressthegobutton.com