



INNOVATION 4PsTM

Presented

by

Sebastian Salicru

Registered Psychologist

B.App.Sc. (Psych), (CURTIN), MSc (SUNY), MMR (UWA)

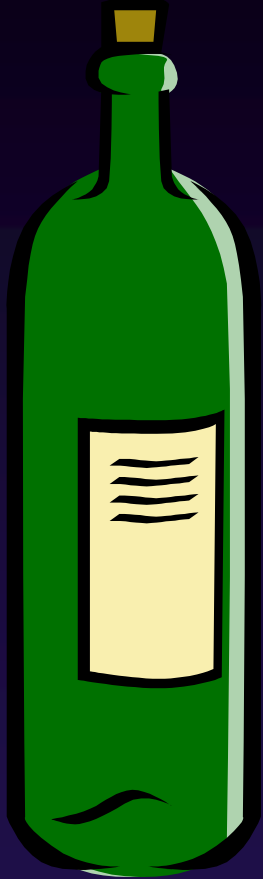
ss@pts.net.au

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Introduction

1. Activity icebreaker (experiential learning and fun)
 2. Methodology:
 Innovation 4Ps and *FourSight* - profiles
 3. Exploring challenges and opportunities
 4. Evaluation
-

The Task



Your task is to open the bottle of wine observing the following 4 rules:

1. Do not use a corkscrew
2. Do not break the bottle
3. Do not damage the cork
4. Do not push the cork into the bottle

There is at least one way to do it.

Find that way and do it!

Time: You have 10 minutes

What brings innovations?

Challenges

Problems

Challenges

Problems

Problems

Problems

Challenges

Challenges

Challenges

What brings innovations?

Ideas!

Ideas!

Ideas!

Ideas!

Ideas!

Ideas!

Ideas!

Ideas!

Ideas!

***What is your business
challenge?***

***What's keeping you from
sleeping at night?***

What three opportunities has your organisation or team missed during the last two years?

What do you need to do to prevent this from happening again?

***Why is innovation
important?***



Alex F. Osborne: Father of the Brainstorm

"It is easier to tone down a wild idea than to think up a new one."

- Alex Osborne



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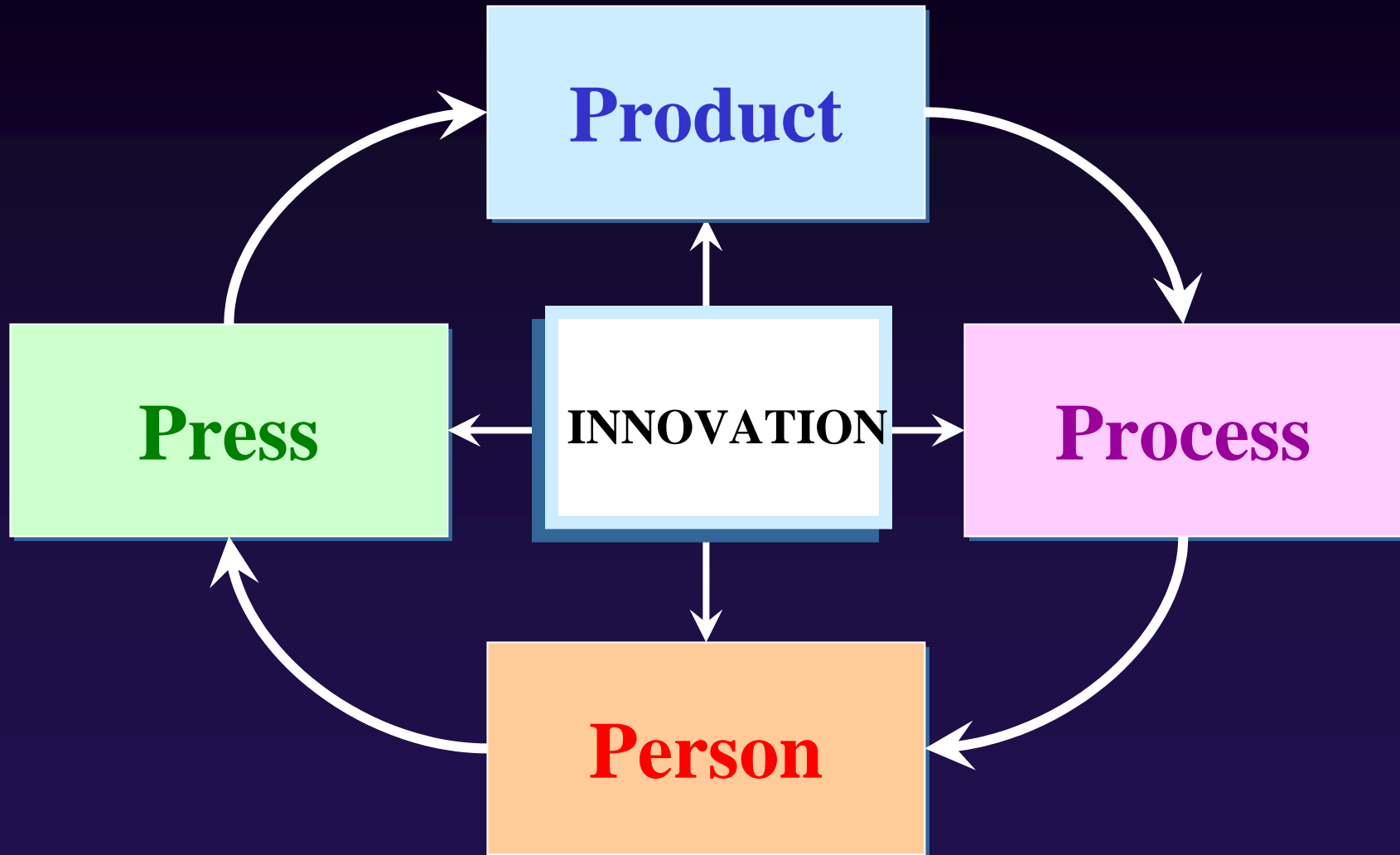
[SITE MAP](#)



Buffalo State
State University of New York



Innovation 4Ps



The First P of Innovation

Product



What makes products, services, practices or procedures innovative?

Characteristics of an INNOVATIVE Product or Service

NOVELTY

- *Does it solve the problem or helps to manage the challenge?*
- *Is it useful and practical?*
- *Does it work?*
- *Does it provide value?*
- *Is it cost-effective?*
- *Is it understandable?*
- *Is it well presented?*
- *Is it attractive and credible?*
- *Will people 'buy it'?*
- *Can it be commercialized?*

ELABORATION & SYNTHESIS

RESOLUTION

The Second P of Innovation

Process



What are the mechanisms and processes that lead to innovative products, services, processes or procedures?

The Third P of Innovation

*Addresses the issues related to PEOPLE,
such as individual differences and
teamwork*



Person

The Forth P of Innovation

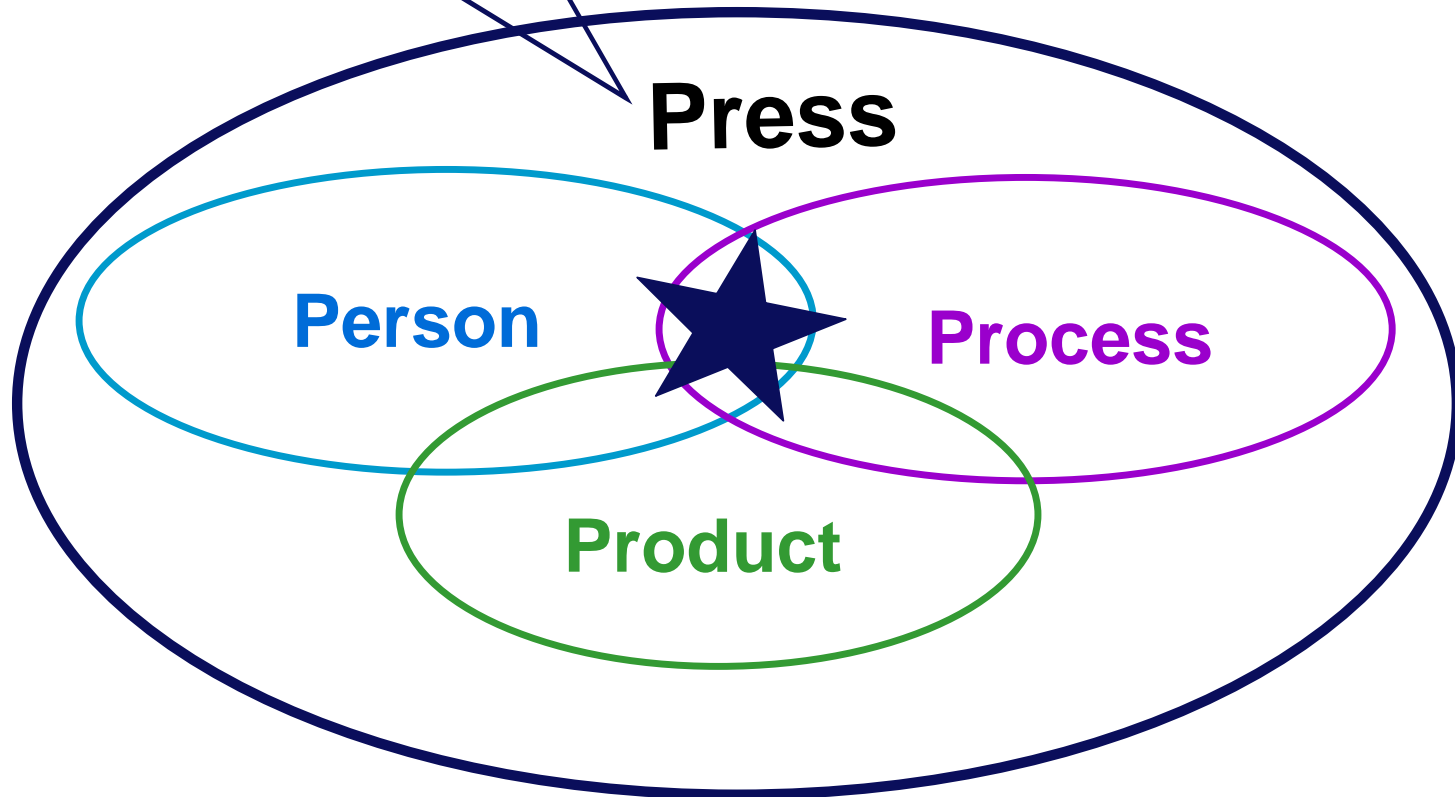
*Refers to the context
(ie: climate, culture and environment)*

Press

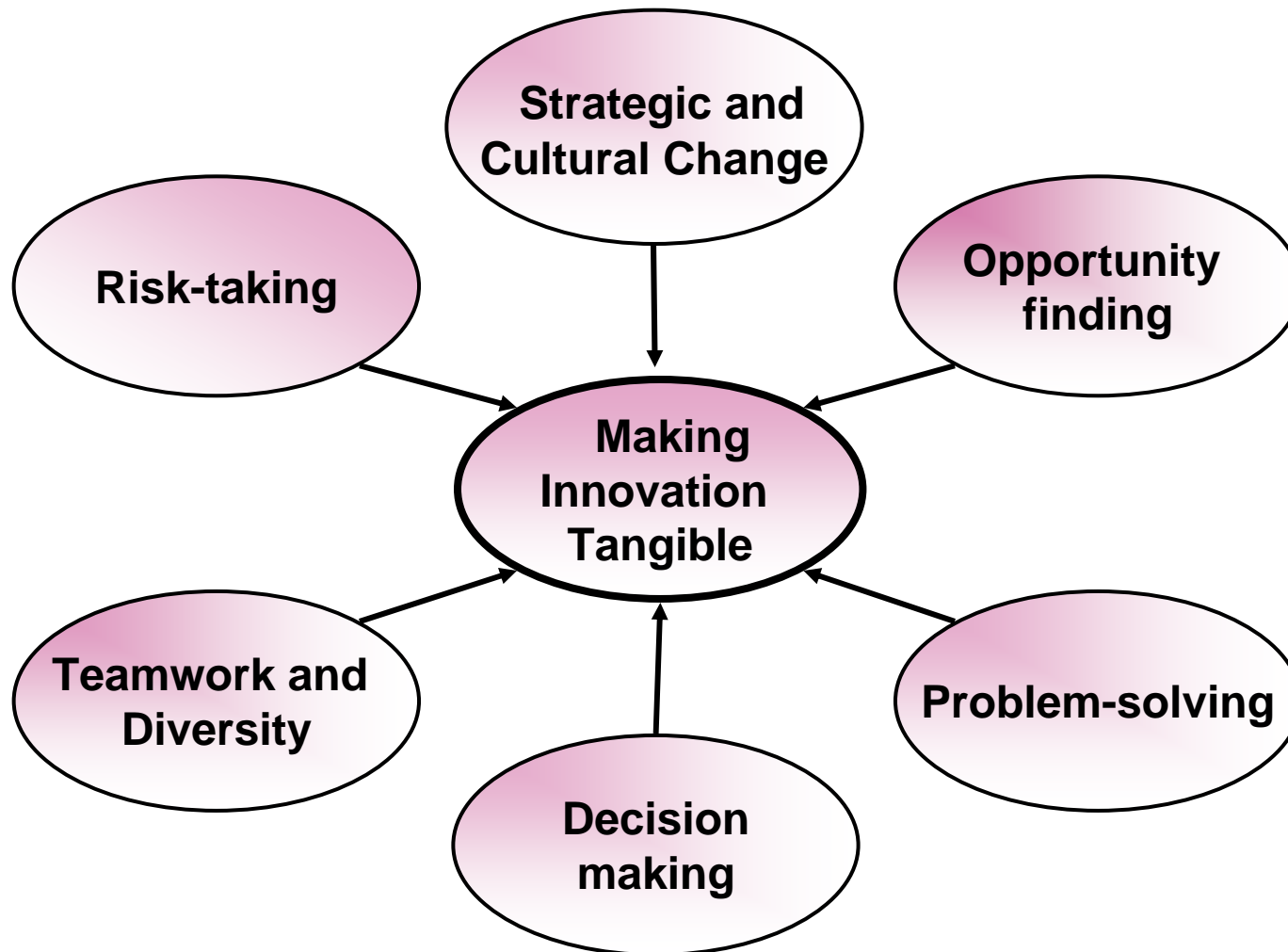
SSIP

Structured, Strategic, Integrated, Process

The context, climate and culture surrounding the person, process and product, in which INNOVATION flourishes or is stopped.



Innovation should be framed within the following context



Supporting factors and barriers

Supporting factors

Leadership and support from top management

Culture and identity

Rewards and recognition

Competition and deregulation, need and diversity

Barriers

Resistance to change

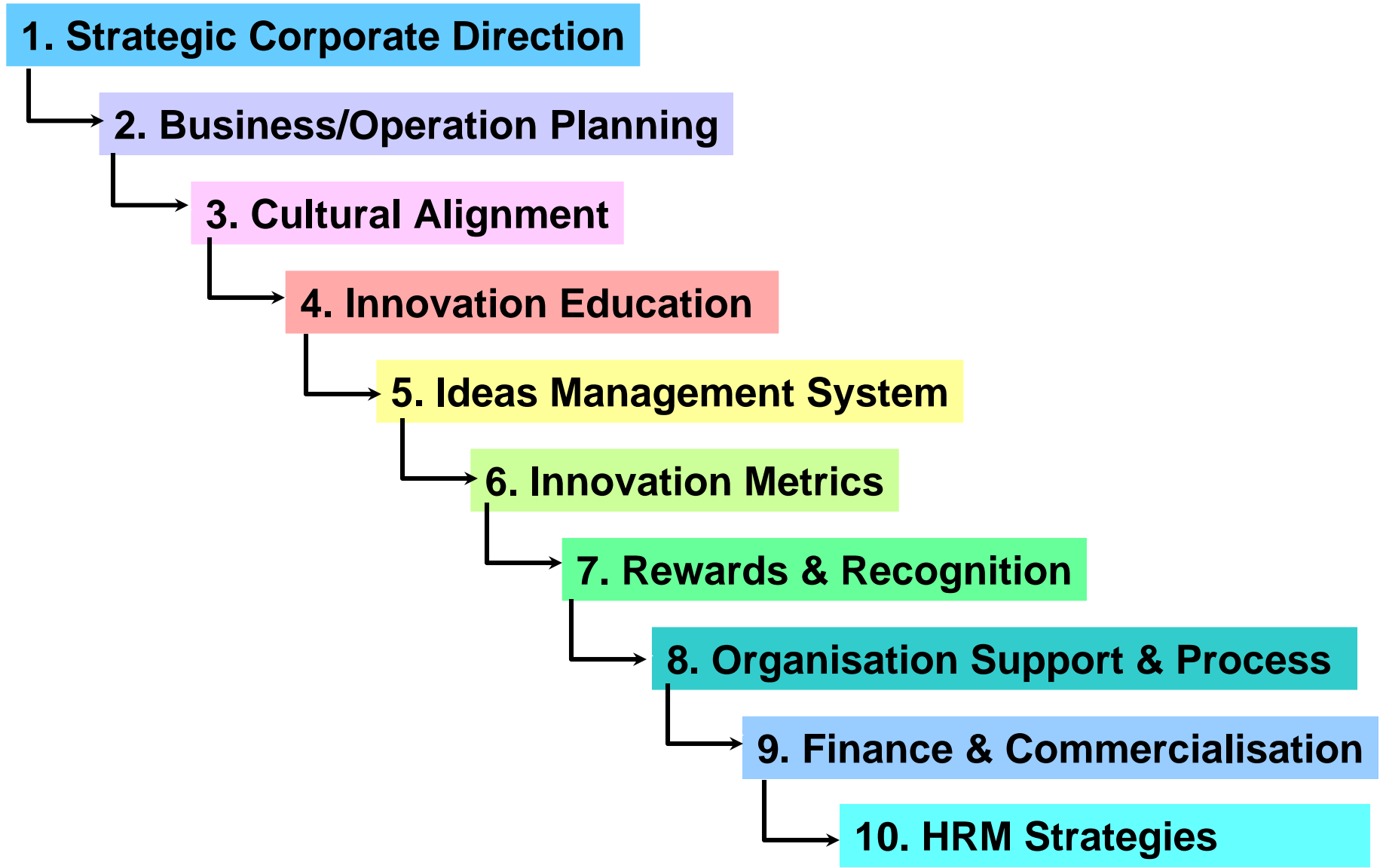
Organisational culture

Corporate structure

Workloads and Lack of skills



Making Innovation Tangible: A 10 Step Strategy



Making Innovation Tangible: A 10 Step Process

1. Secure commitment from Senior Management

2. Have a clear picture of where you wish to go

3. Conduct GAP analysis (innovation audit)

4. Select suitable methodology

5. Conduct pilot (gather and use feedback)

6. Develop innovation strategy

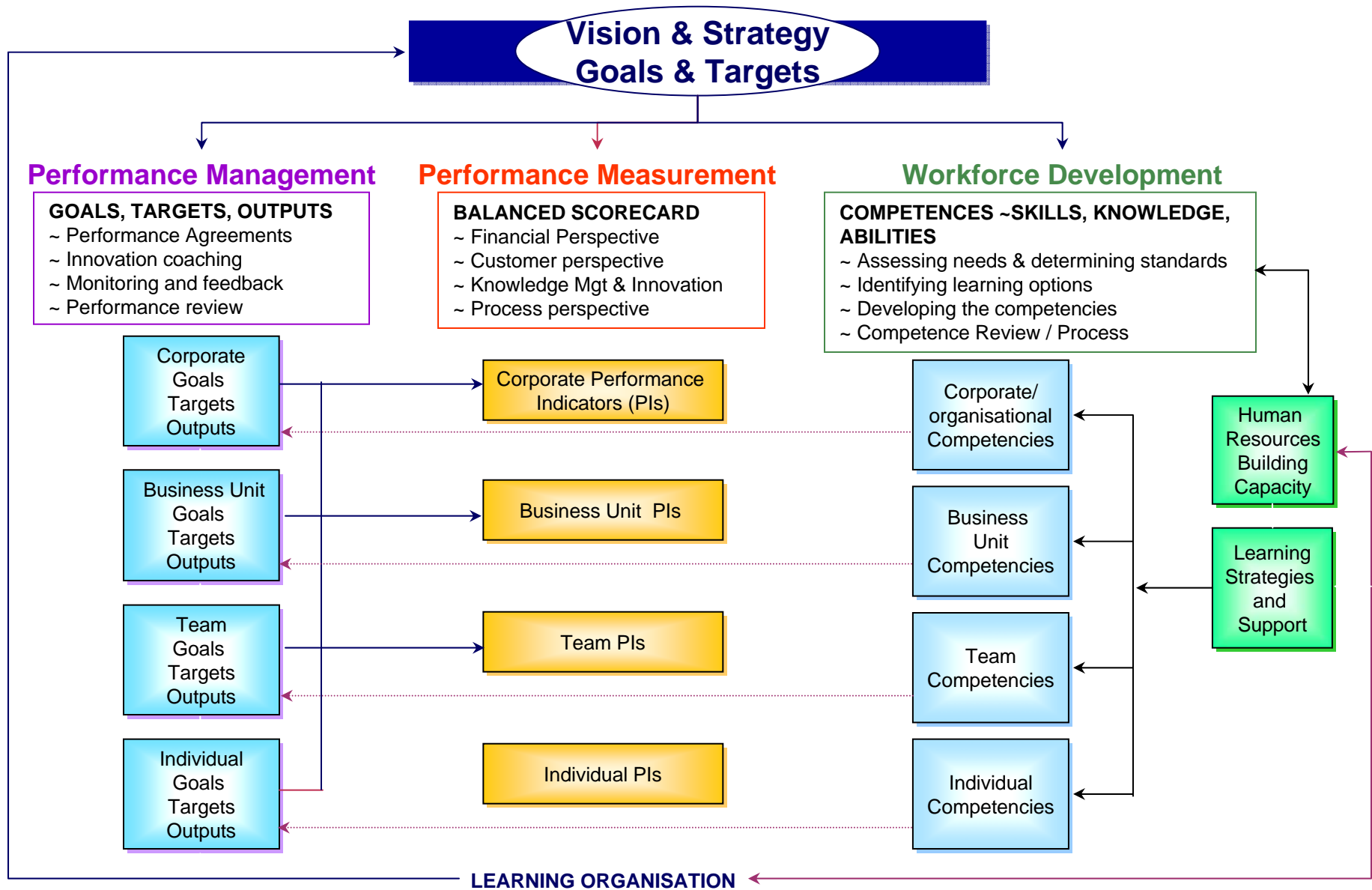
7. Set innovation metrics

8. Use an idea management system

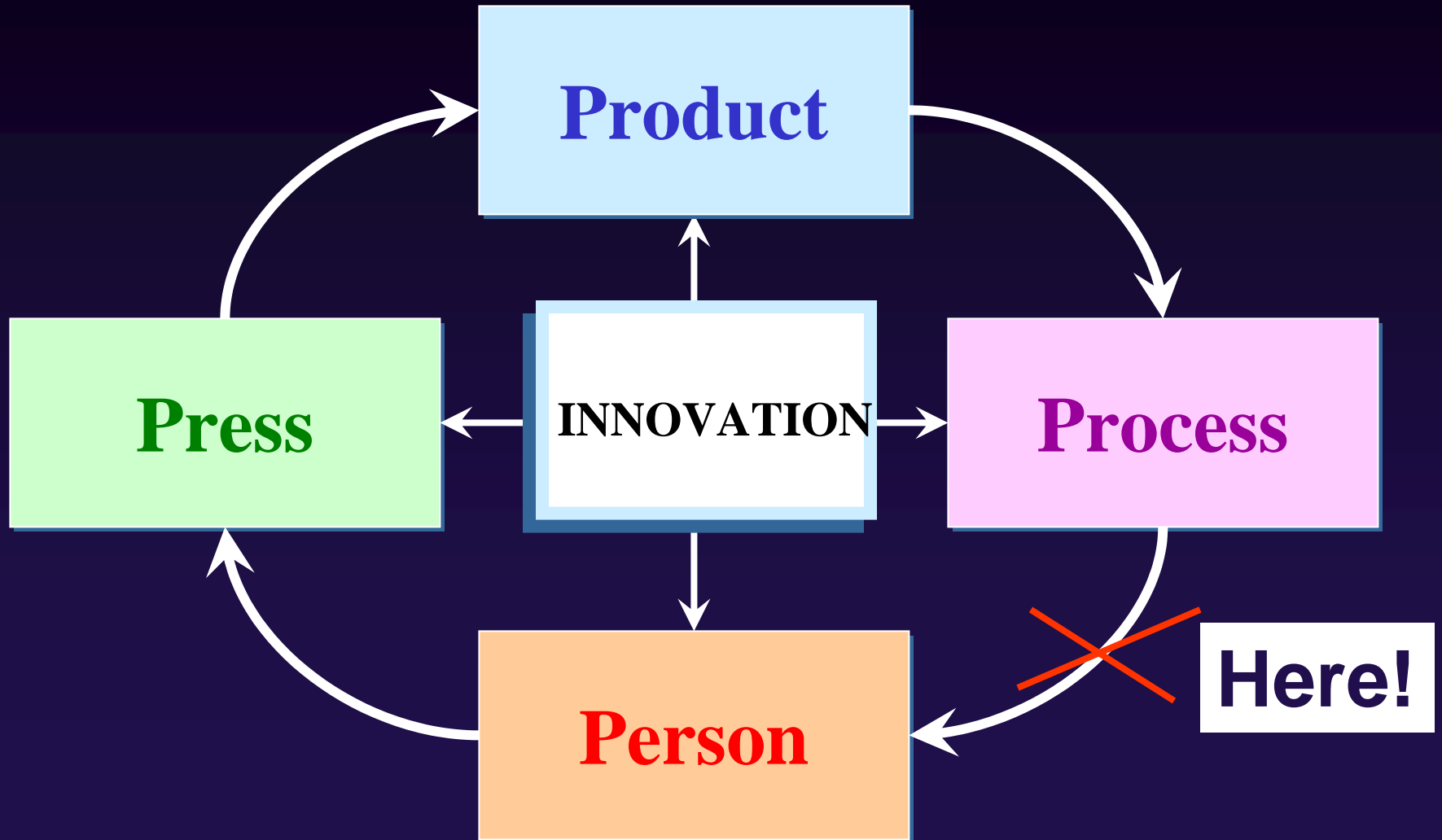
9. Implement education programs

10. Reward and celebrate

Innovation Model for Performance Management and Workforce Development: An Integrated Approach



Where is the Entry Point?

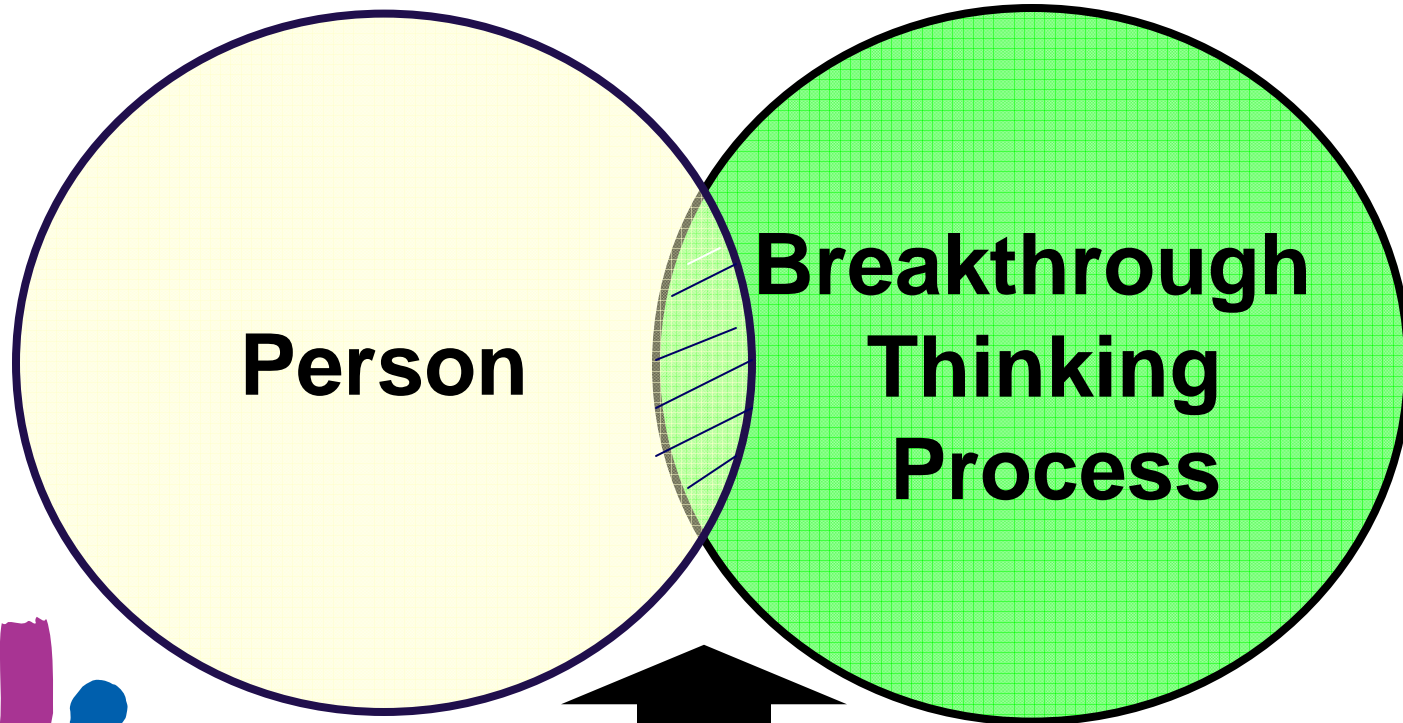


How do you approach Innovation?



FOURSIGHT

Person meets Process



FOURSIGHT

Research shows

- The innovative process is universal
- It has discrete steps

Basic Elements of the Innovation Process (Breakthrough Thinking)

- Clarifying the Situation
- Generating Ideas
- Developing Solutions
- Implementing Plans

4-Power Innovation

Clarify

Pinpoint the problem to solve



Ideate

Come up with new ideas



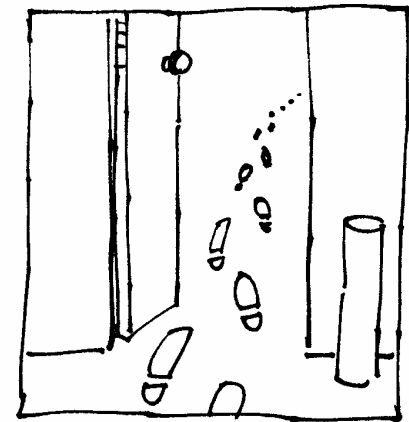
Develop

Refine ideas into strong solutions



Implement

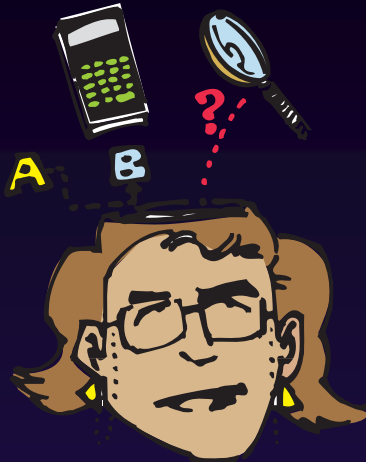
Put the plan into action



Research shows

- Each step requires unique mental skills
- Most of us prefer some over others
- Those biases show up as strengths and blind spots when solving problems and attempting to be innovative, while working as part of a team

Four *Sight* Preferences



Clarifier

**Diagnostic
Thinking**



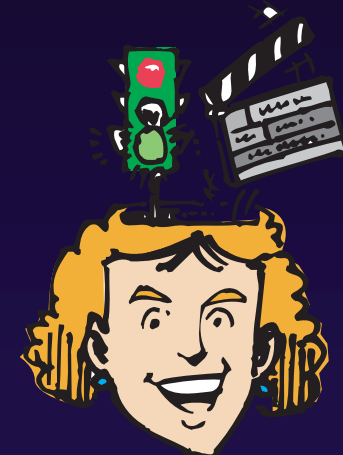
Ideator

**Visionary
Thinking**



Developer

**Evaluative
Thinking**



Implementer

**Tactical
Thinking**

Preference

vs.

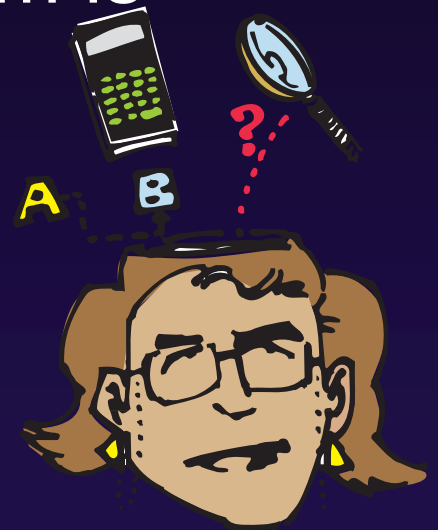
Ability

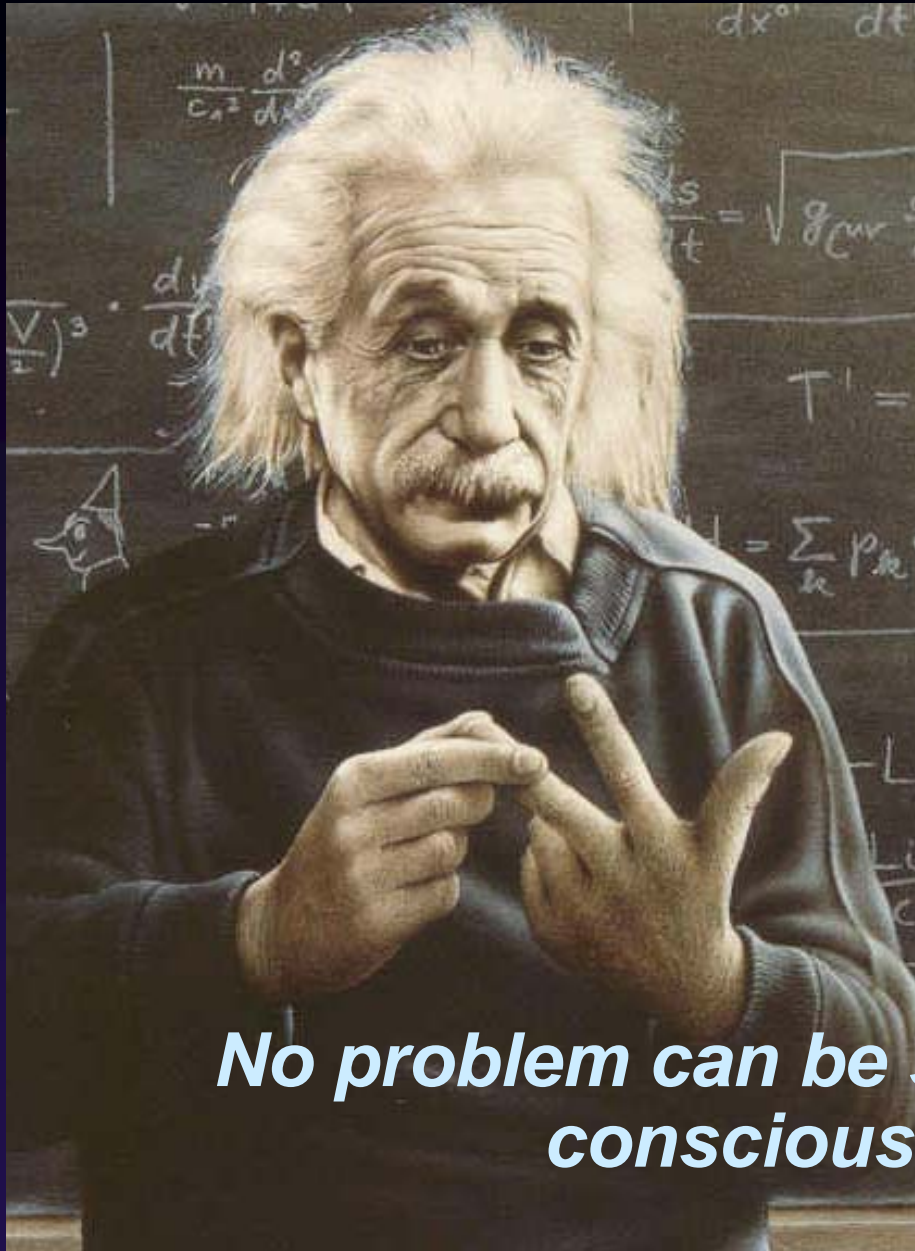
Awareness helps you

- Leverage style differences
- Build better teams
- Understand potential conflict and manage stress
- Make better decisions
- Improve performance
- Become truly innovative

Clarifier

- Likes to spend time clarifying the problem.
- Doesn't like to move too quickly to a solution.
- Wants to be sure the right problem is addressed.
- Gathers information to understand the situation.
- Likes to look at the details.
- May analyze to the extreme and not move forward (suffers from analysis paralysis).





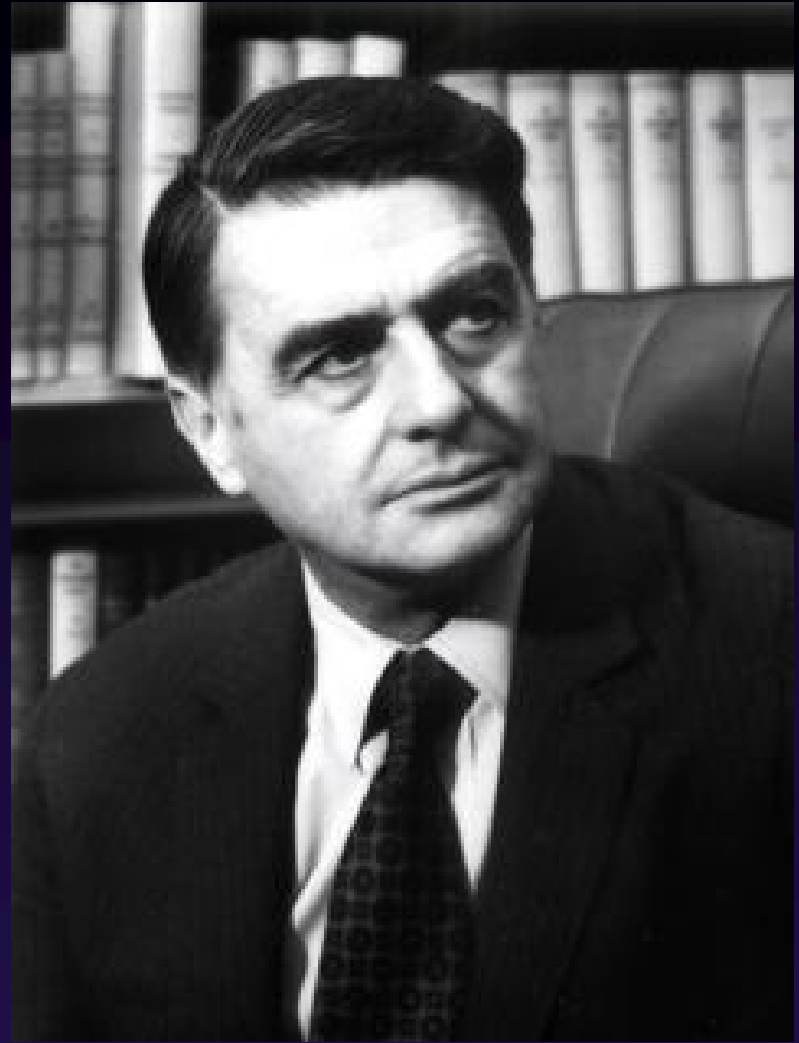
No problem can be solved by the same consciousness that created it.

Albert Einstein

Ideator

- Likes to look at the big picture.
- Enjoys toying with ideas and possibilities.
- Likes to stretch his/her imagination.
- Takes a more intuitive approach to problem solving.
- Enjoys thinking in more global and abstract terms.
- May overlook the details.





Edwin Land

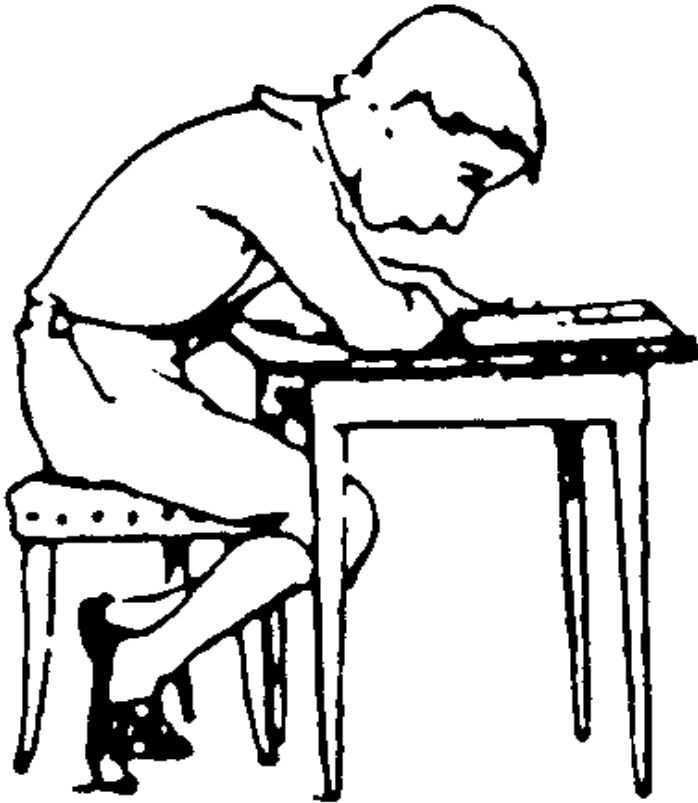
Inventor of the Polaroid Camera

My New Wheelbarrow Design



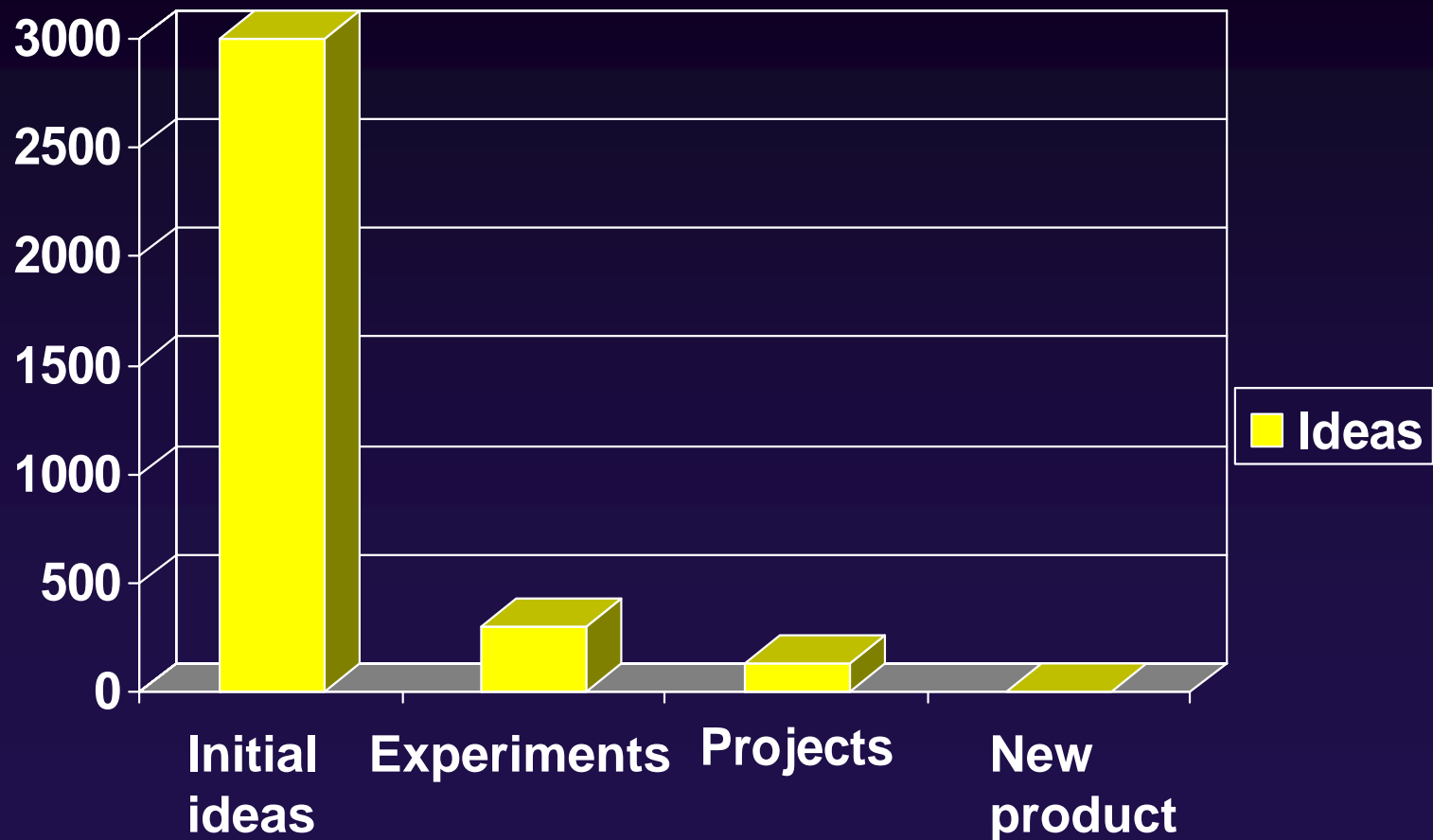
The Unlearning Process

I WAS EDUCATED ONCE,



**AND
IT TOOK ME
YEARS
TO GET OVER IT.**

On average, it takes about 3,000 raw ideas to lead to a commercially successful product or process

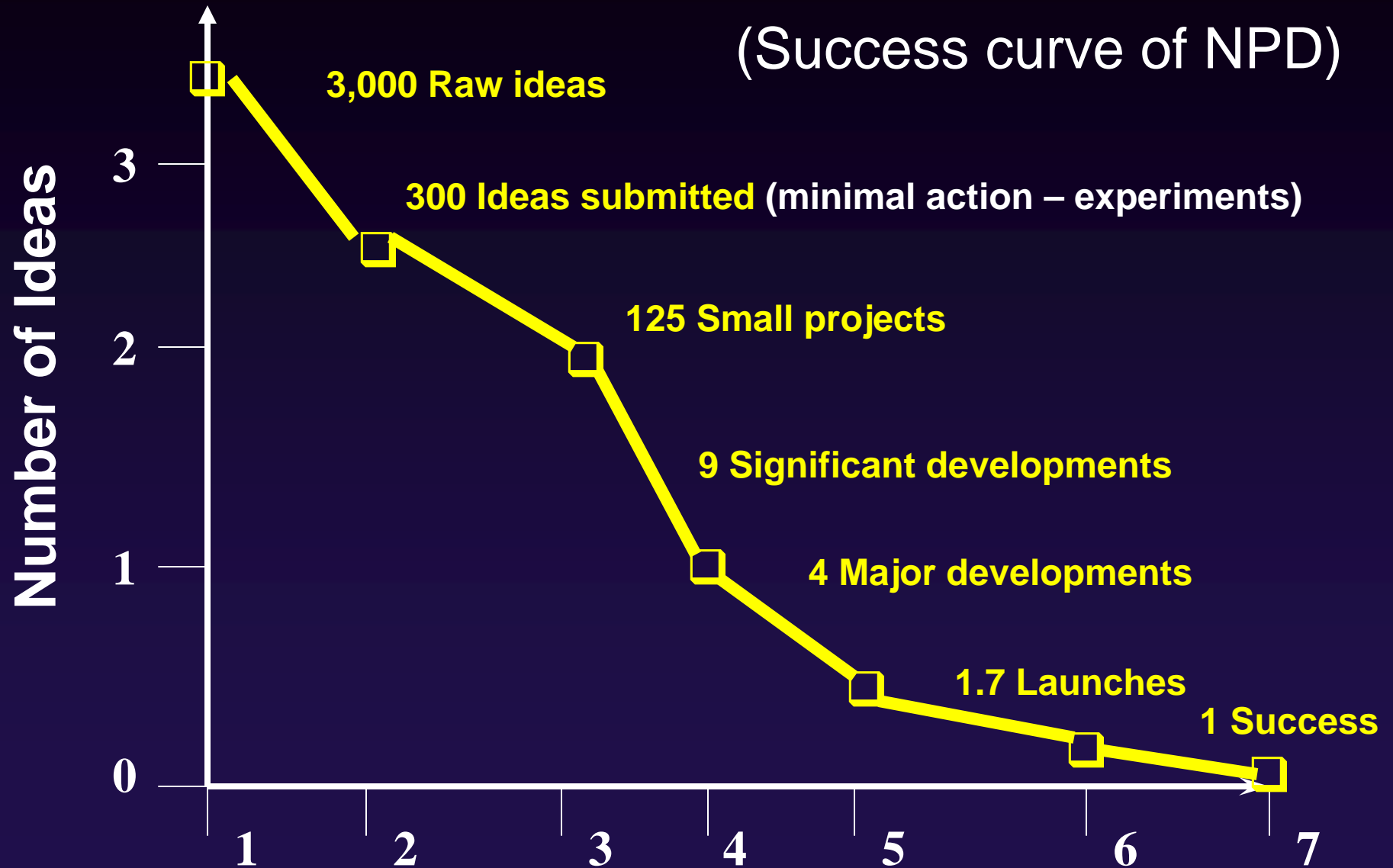


Stevens & Burley (1997)



3,000 Raw Ideas = 1 Commercial Success

(Success curve of NPD)



Stage of New Product Development (NPD) Process

Stevens & Burley (1997)

**If you wish to have
1 innovation per year,
you will need:**

250 new ideas per month

62.5 new ideas per week

12.5 new ideas per day

Developer

- Enjoys putting together workable solutions.
- Enjoys thinking about and planning the steps to implement an idea.
- Enjoys analyzing and comparing potential solutions.
- Likes to examine the pluses and minuses of an idea.
- May get stuck in developing the perfect solution.

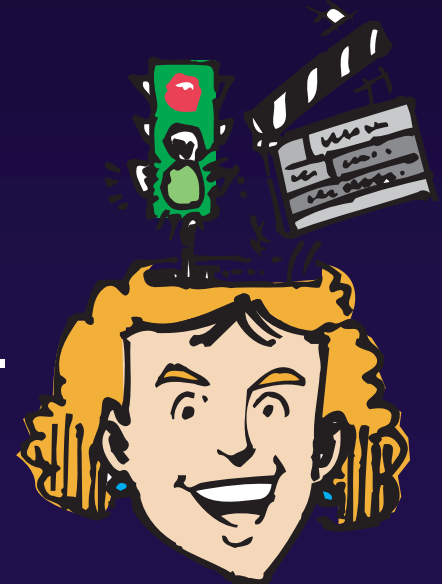


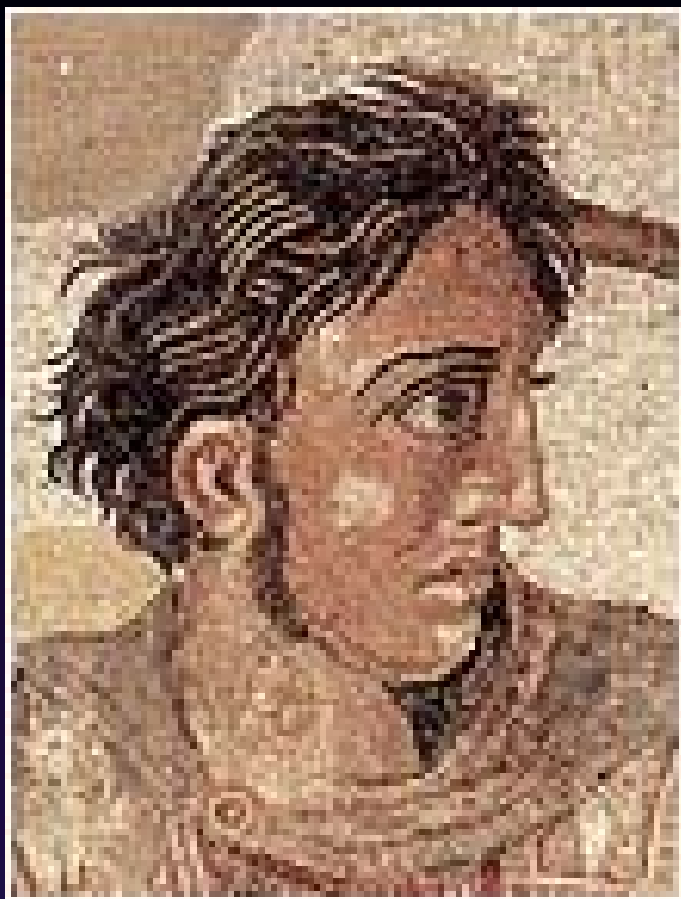


Thomas Edison

Implementer

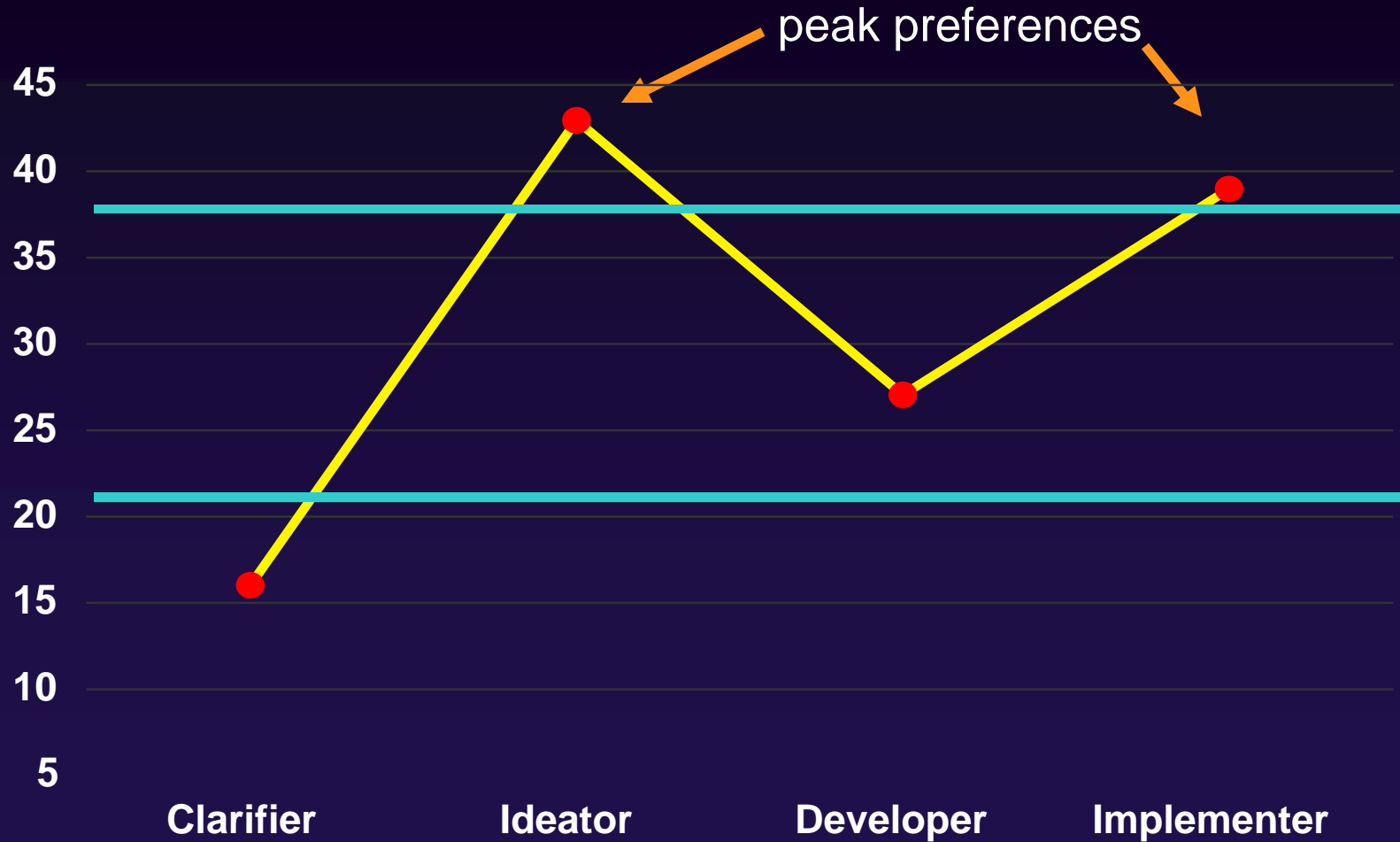
- Likes to see things happen.
- Enjoys giving structure to ideas so they can become a reality.
- Enjoys seeing ideas come to fruition.
- Likes to focus on ideas and solutions they feel are workable.
- Likes the 'Nike' approach to problem solving (i.e. "Just do it").
- May leap to action too quickly.



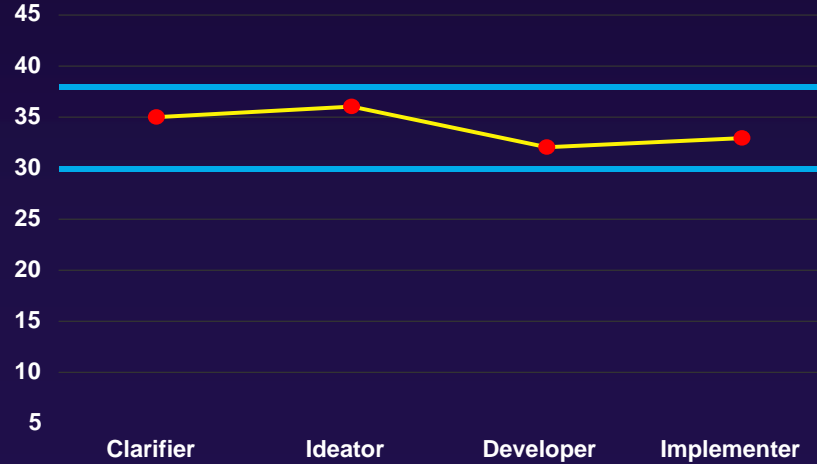
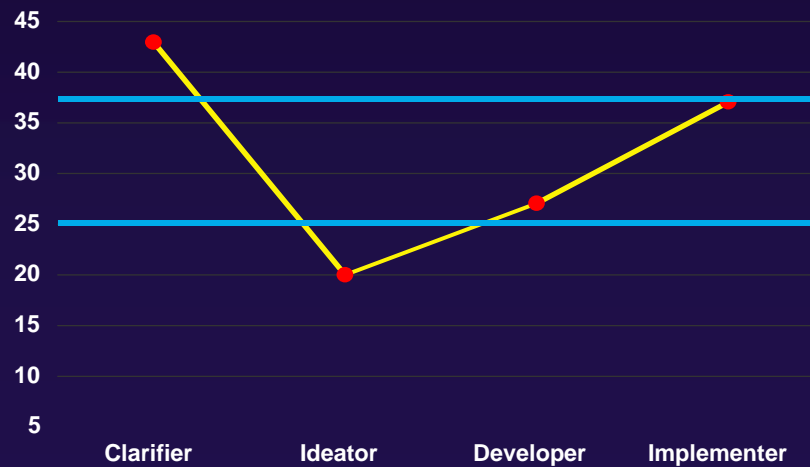
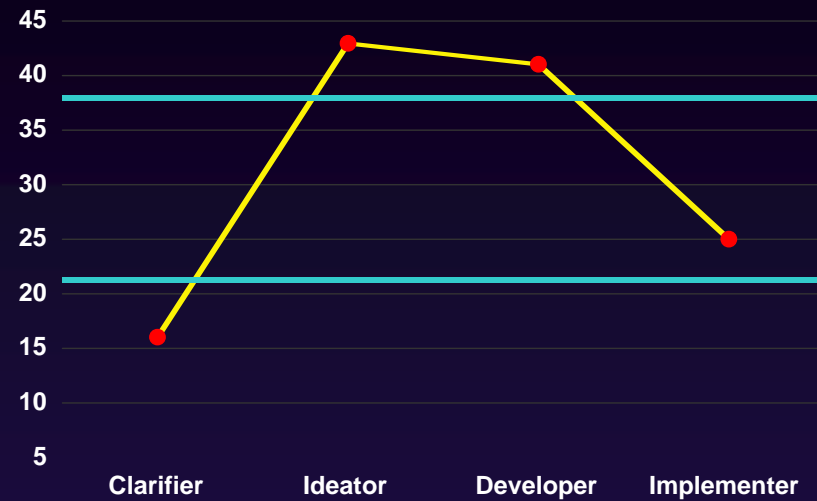
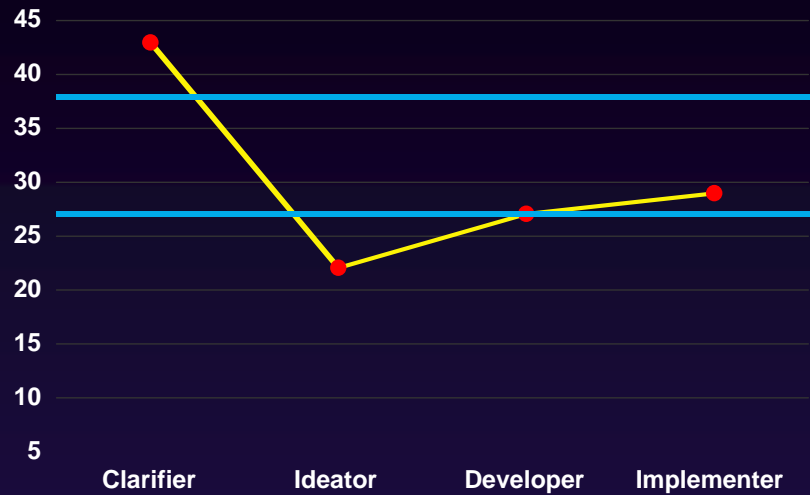


Alexander the Great

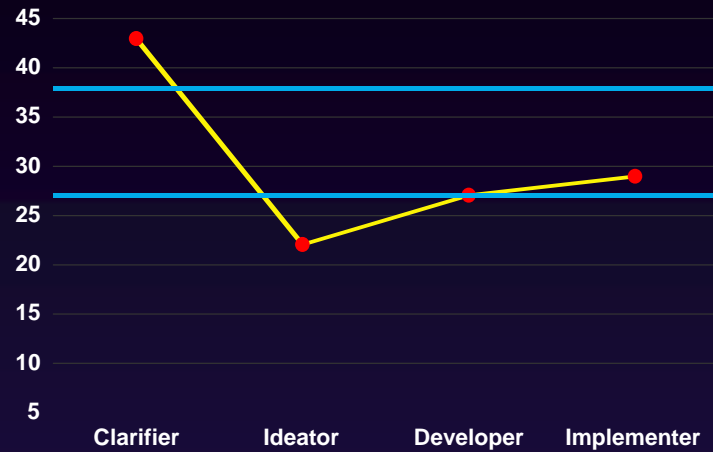
Charting Peak Preferences



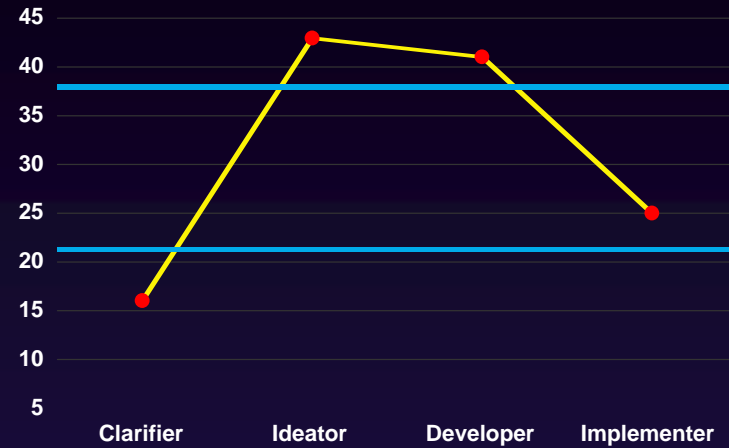
Sample Charts



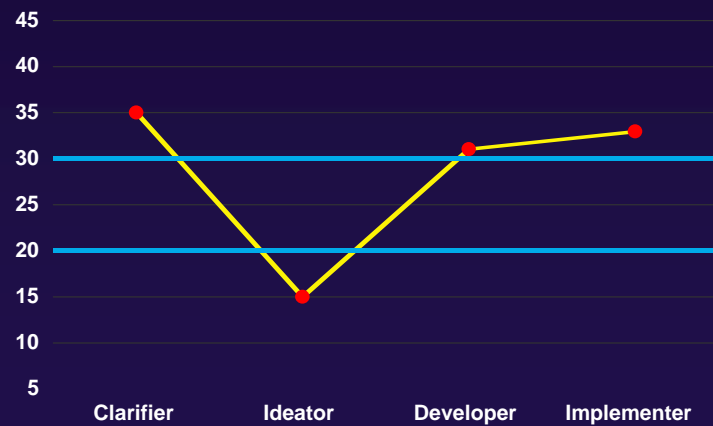
Combinations



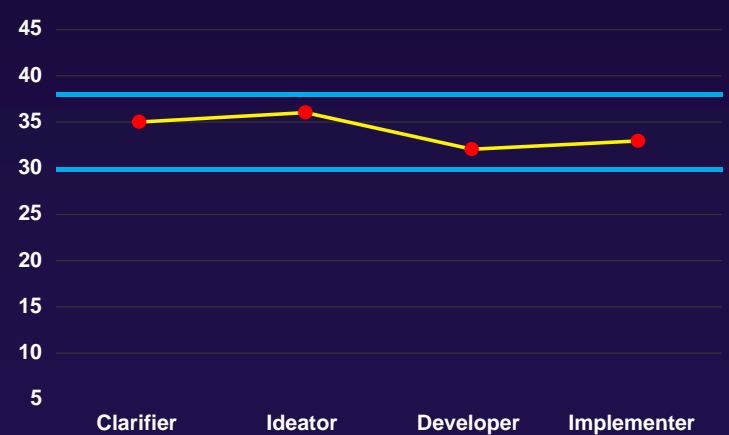
1-way



2-way



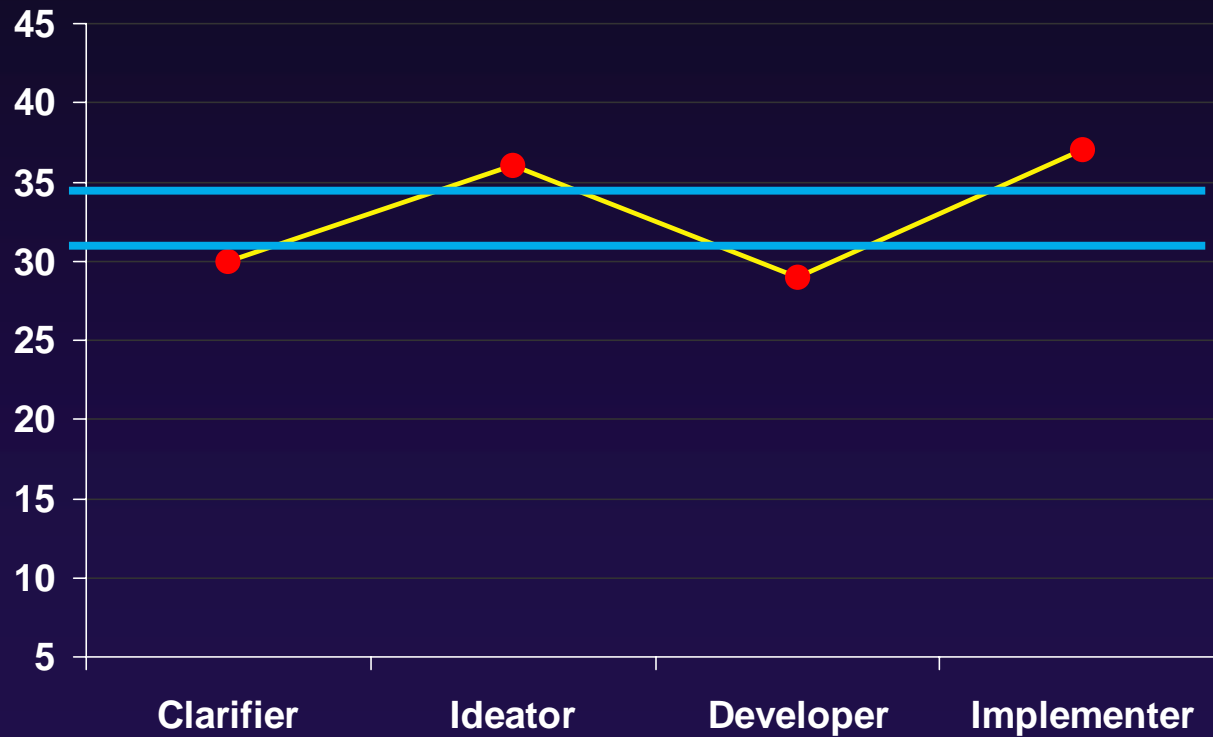
3-way



4-way

Example

2-way profile (Driver)



Six 2-way Styles

“Early Bird”



“Theorist”



“Analyst”



“Driver”



“Accelerator”

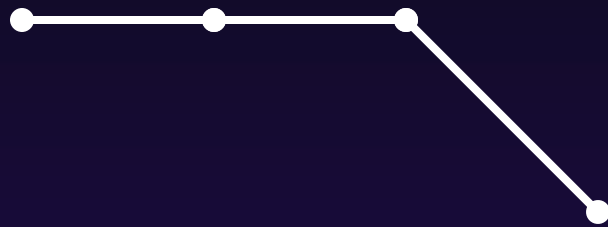


“Finisher”

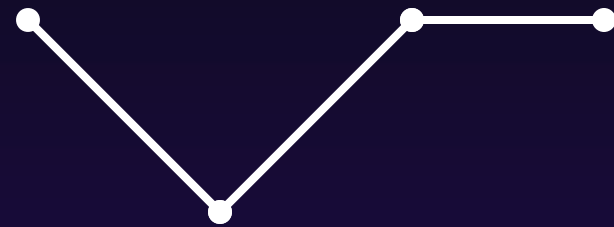


Four 3-way Styles

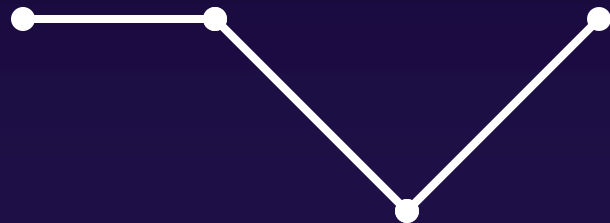
“Hare”



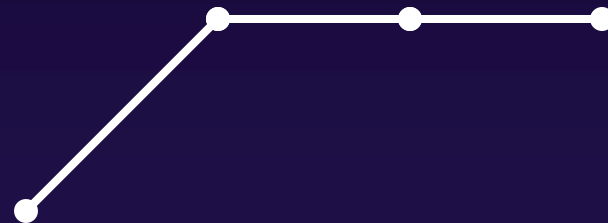
“Realist”



“Idea Broker”



“Optimist”

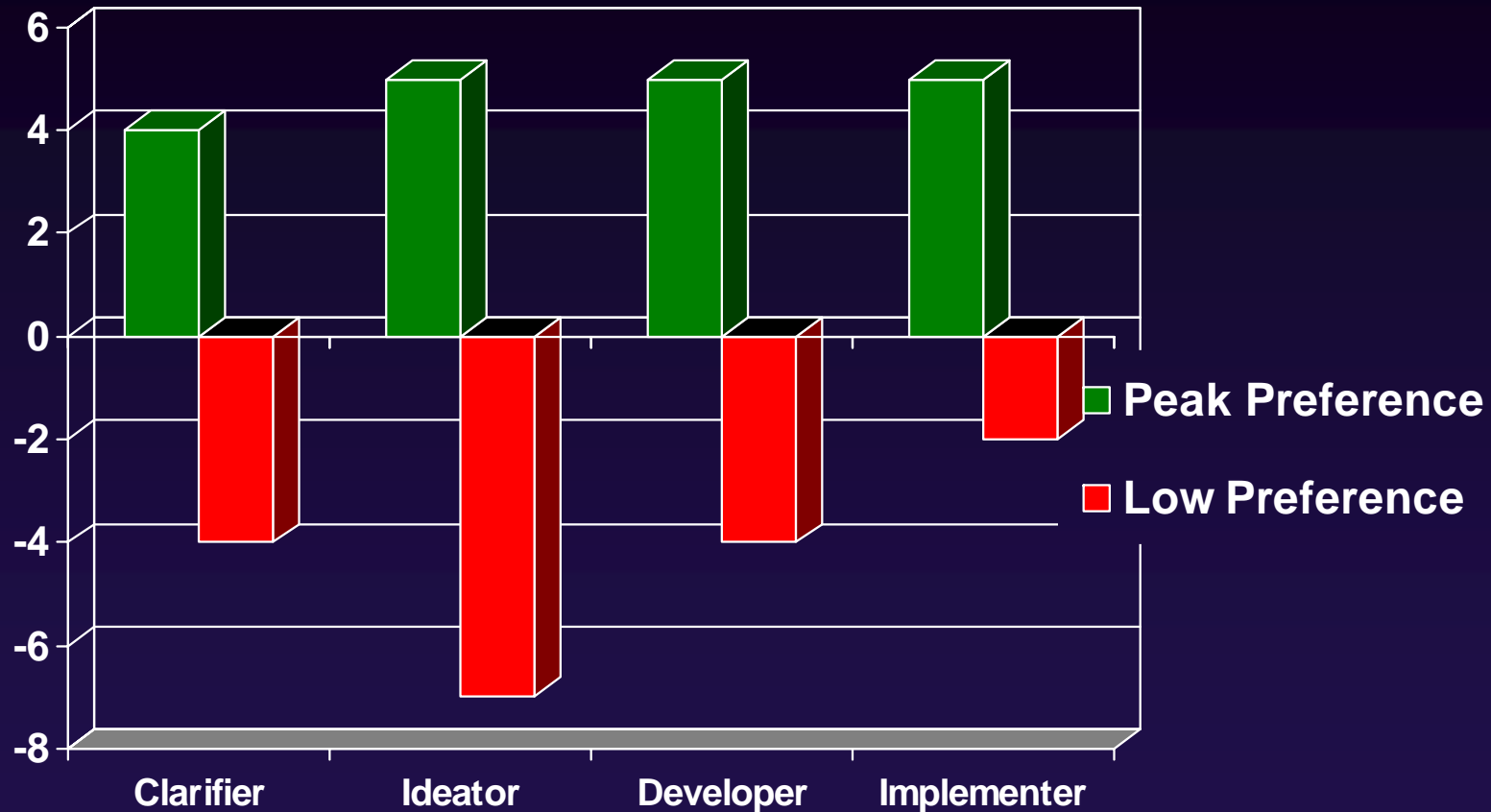


One 4-way Styles

“Chameleon”

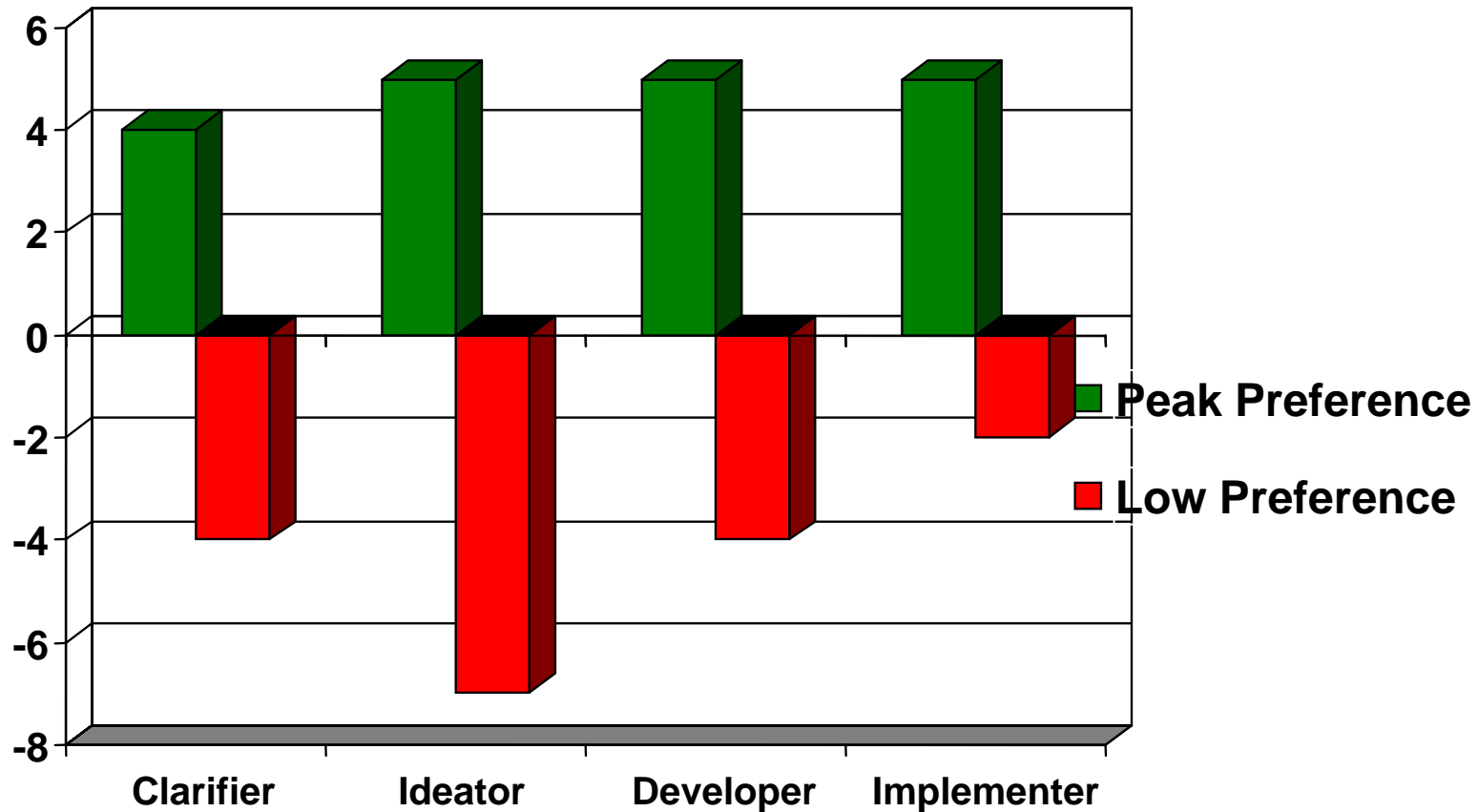


Team Profile



Team members = 13
Chameleons = 1

Team Profile



Team members = 13
Chameleons = 1

4-Power Innovation

Clarify

Pinpoint the problem to solve



Ideate

Come up with new ideas



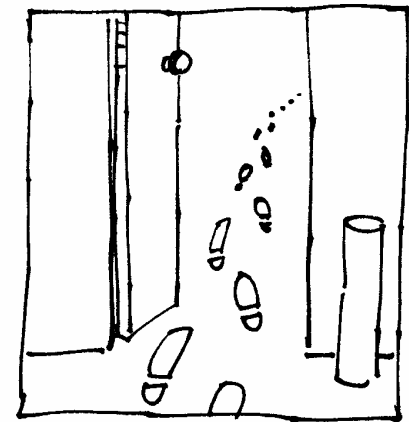
Develop

Refine ideas into strong solutions



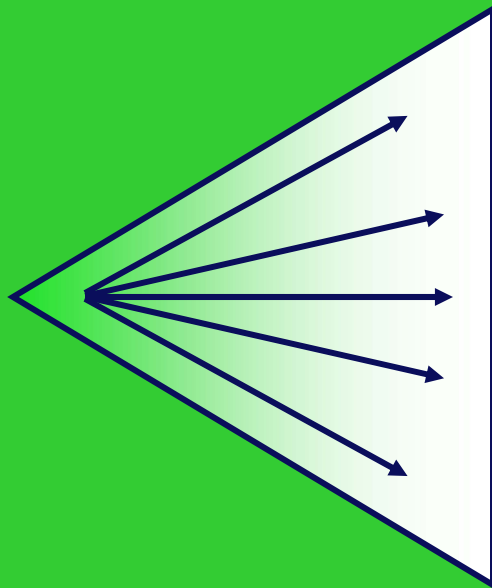
Implement

Put the plan into action



Diverging and Converging

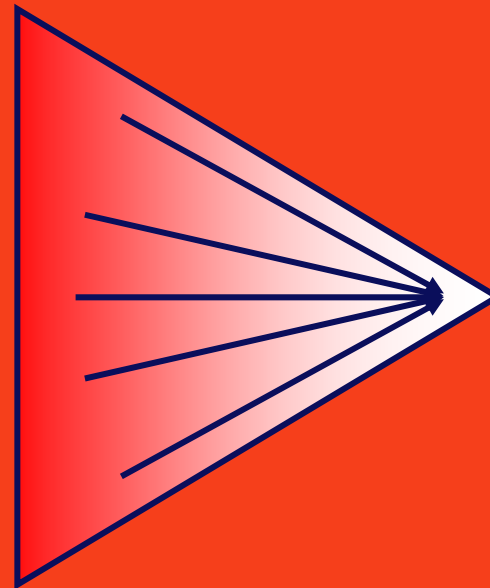
Diverging thinking



Generating lots of options and ideas, making lists.

Green light = speed

Converging thinking

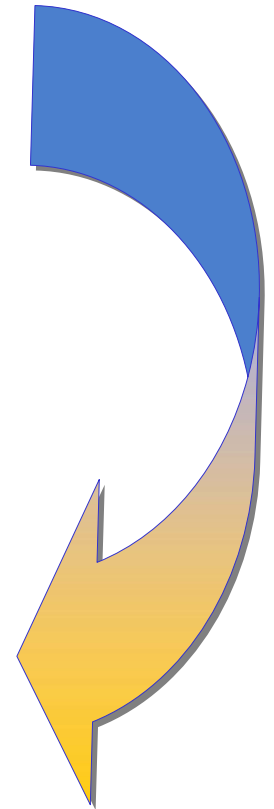
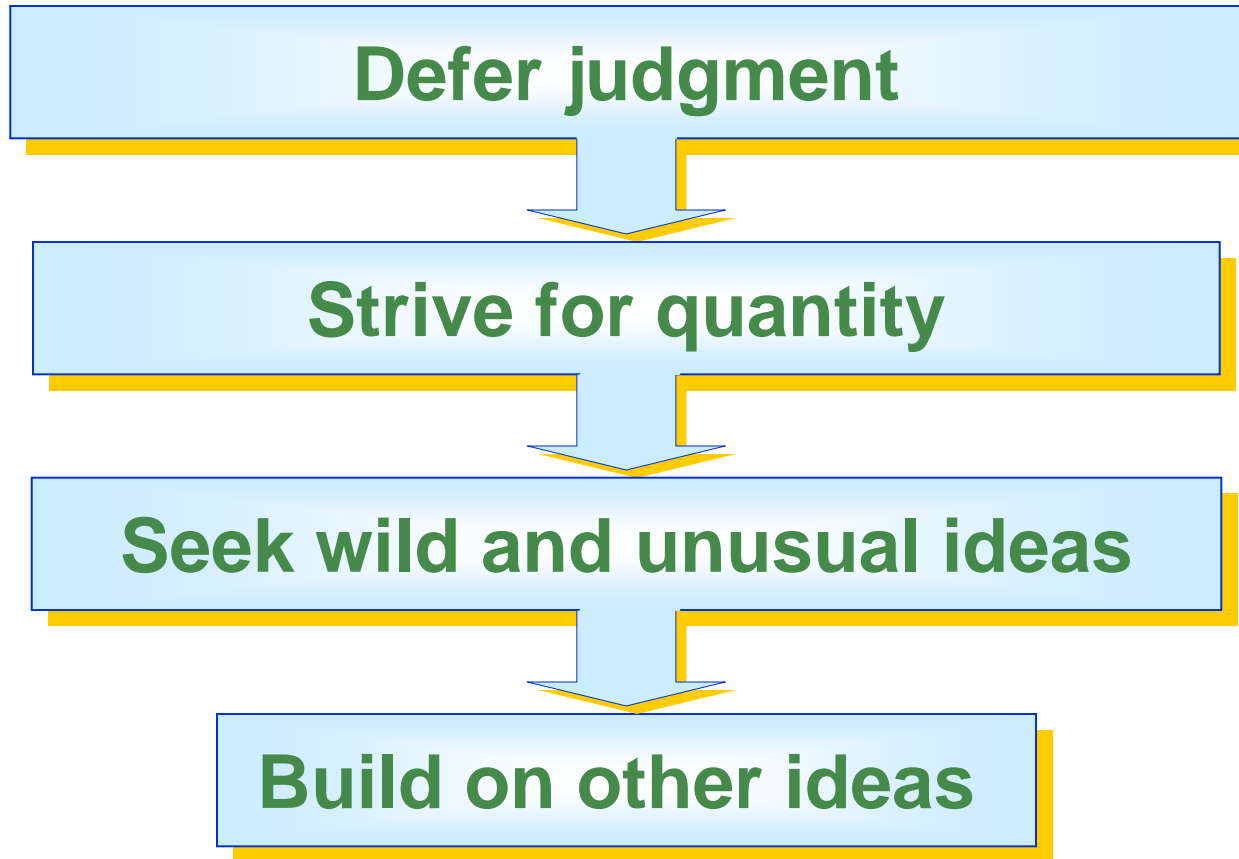


Judging, assessing options, focusing, making decisions.

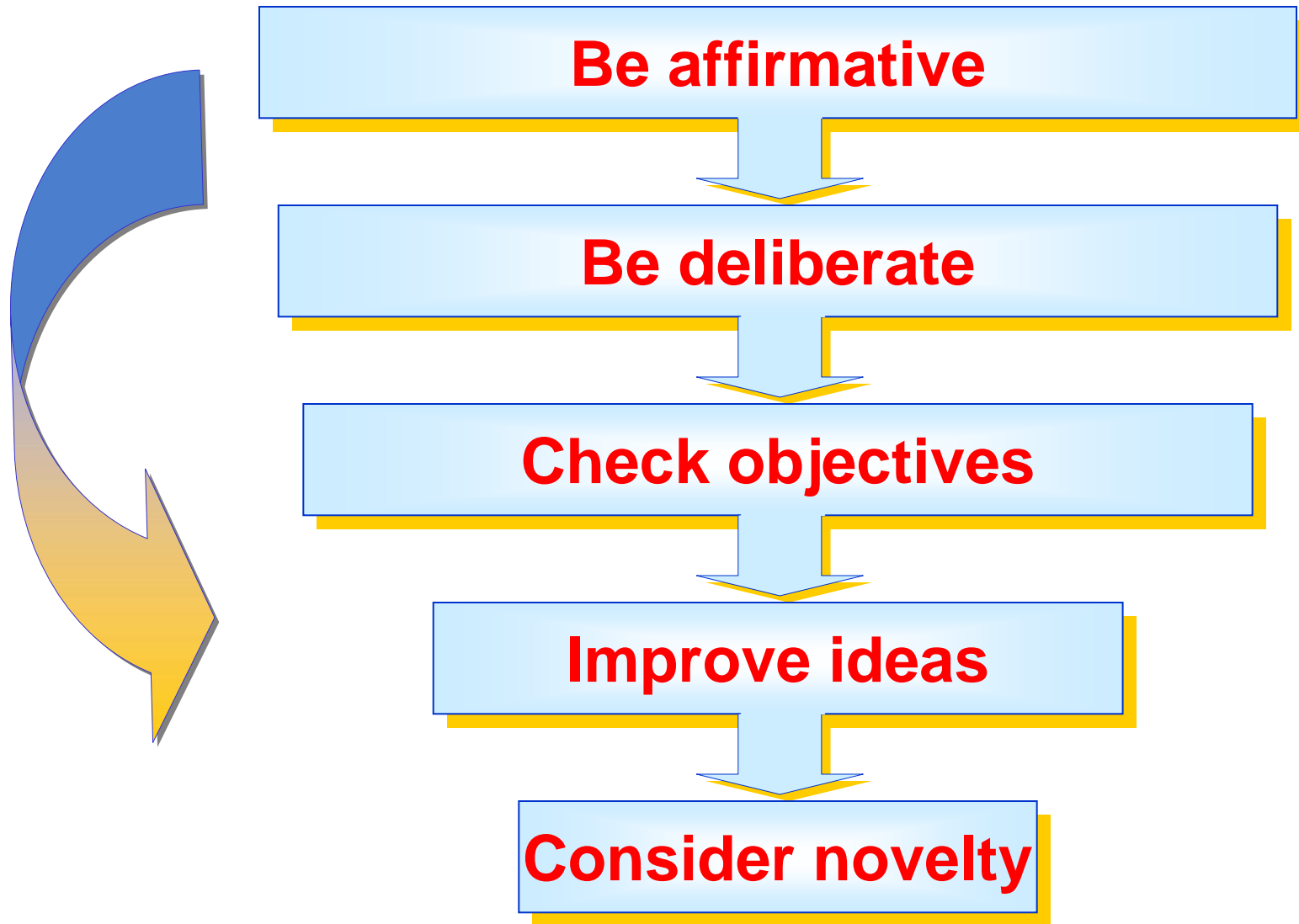
Red light = breaks on!

These are two mutually exclusive mental activities

Diverging Guidelines



Converging Guidelines



Tools

Diverging Tools

Brainstorming

Brainstorming with Post-its

Brainwriting

Forced Connections

Word Dance

SCAMPER

Idea Box

Visual Connections

Ladder of abstraction

Excursion

Converging Tools

Highlighting

Restating Clusters

PPCO

Card Sort

Evaluation Matrix

Targeting



Which tool to use?

More structured, adaptive ideas, generally easier to implement

More intuitive, novel, bigger ideas that take longer to implement



Idea Box

Stick 'em up Brainstorming

Brainstorming

Visual Connections

Brainwriting

Forced Connections

Excursions

SCAMPER

Activity

Team 1:

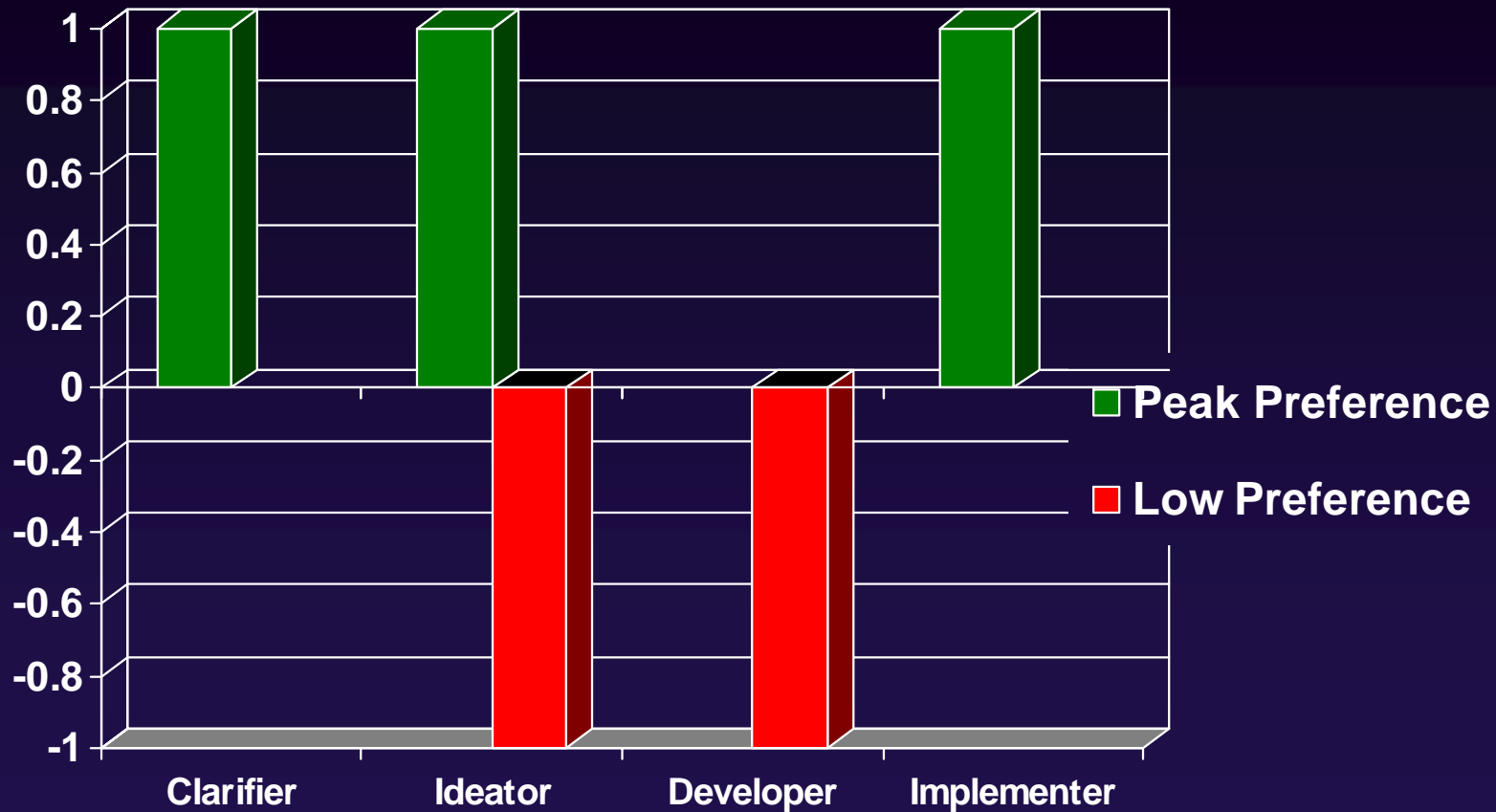
- John
- Mary
- Mark



Team members = 3
Chameleons = 0

Team 2:

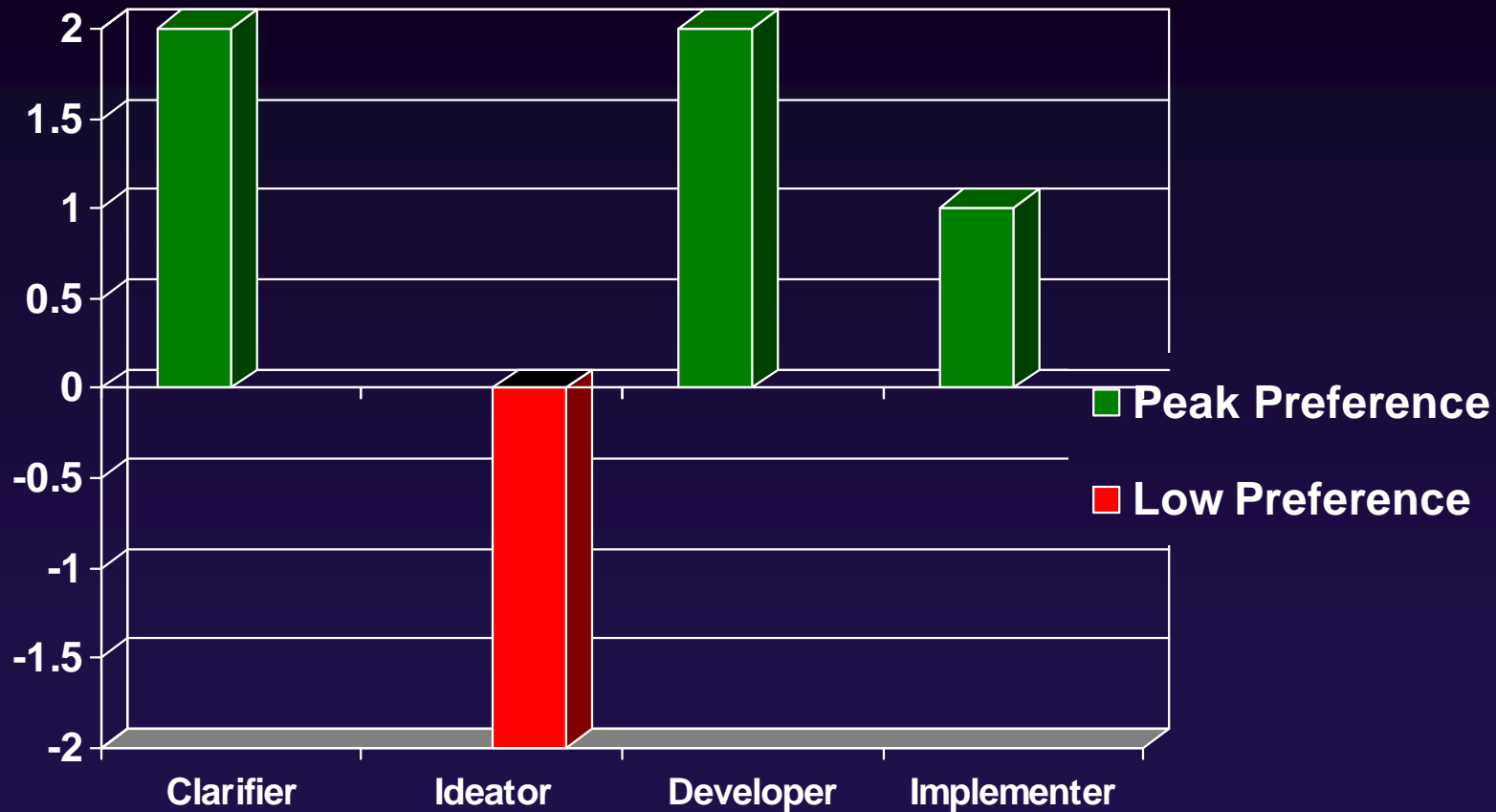
- Joanne
- Robert
- Suzanne



Team members = 3
Chameleons = 1

Team 3

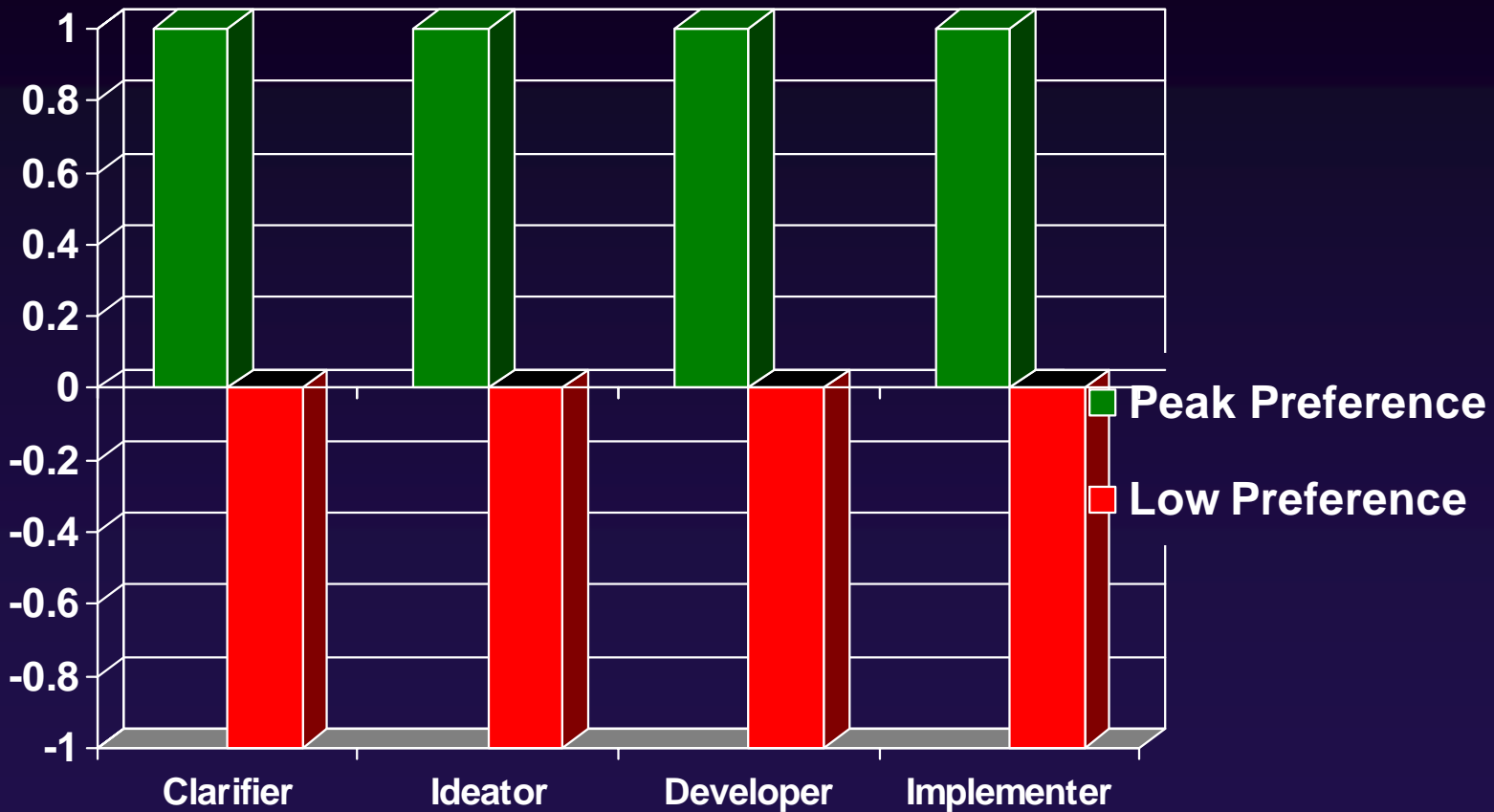
- John
- Paul



Team members = 2
Chameleons = 0

Team 4:

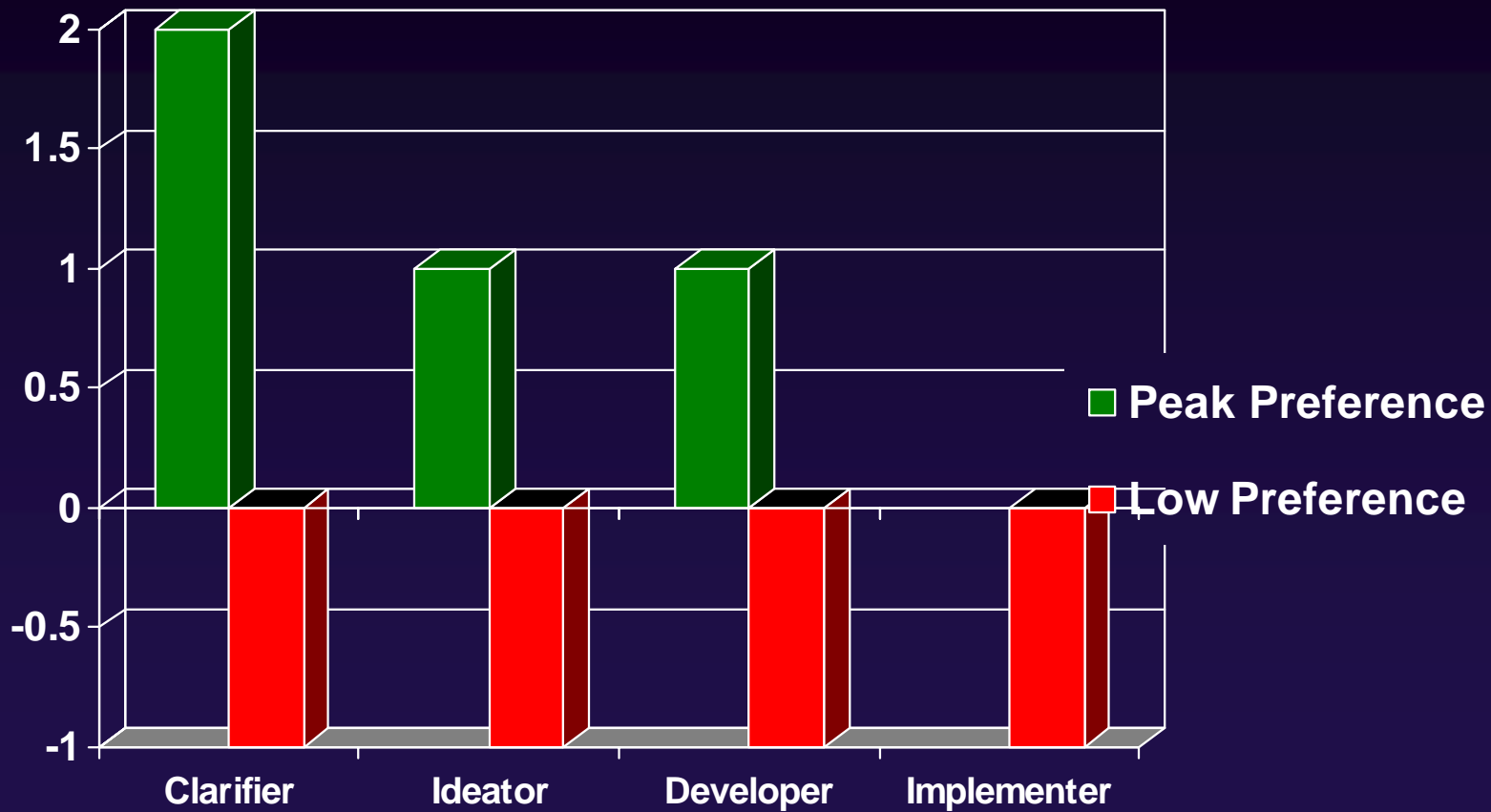
- David
- Richard



Team members = 2
Chameleons = 0

Team 4:

- Betty
- Raymond
- Monica



Team members = 3
Chameleons = 0

Explore the Challenge

Generate Ideas

1. Identify the Goal, Wish or Challenge

4. Generate Ideas

2. Gather Data

3. Clarify the Problem

5. Select & Strengthen Solutions

6. Plan for Action

Action

1

2

3

4

4 Stages

6 sub-stages



Statement Starters?

“How to ...”

H2

“How might ...”

HM

“In what ways might ...”

IWWM

“What might be all the ...”

WMBAT

Evaluation

How might this be useful?

Aha!



PPCO

- **P**luses
- **P**otentials
- **C**oncerns
- **O**vercoming those concerns

PPCO

- **P**luses (specific strengths about this methodology)
- **P**otentials (speculations, spin-offs, future gains)
- **C**oncerns you have about this approach
- **O**vercoming those concerns
(ideas to overcome your concerns)

PPCO

- **Pluses** (specific strengths about this methodology)

.....

PPCO

- **P**otentials (speculations, spin-offs, future gains)

.....

PPCO

Concerns you have about this approach

.....

PPCO

Overcoming those concerns (ideas to overcome your concerns)

.....

Where from here?