

FULL BLOWN INNOVATION

SEVEN ESSENTIALS THAT DELIVER

A culture OF INNOVATION

The paradox of innovation is this: Too often, organisations seek out a single magical innovation formula. They then lock themselves into one type of strategy and say: "This is how we innovate." For a while it works. But eventually the returns diminish.

Organisations can avoid this by recognising innovation is a culture, not a process. Building a culture of innovation requires focusing on areas which might at first appear counter-intuitive. A seven part framework called **Full Blown Innovation**, offers you the tools to deliver the culture needed to be innovative. **Full Blown Innovation** has been formulated from TomorrowToday Consulting's extensive research and our experience, spanning over twenty years across almost every industry sector with clients in over one hundred countries.



BALANCE THE BUSINESS

The idea that once an entity gets big or old, innovation arteriosclerosis sets in, is simply wrong. Our research reveals that large innovative organisations do things differently. They focus on balancing five "cool" components with five "stabilising" components.

Five "cool" components

1. Higher social purpose
2. Tolerance for failure
3. Willingness to experiment
4. Psychological safety
5. Organisational flatness

These are the components made "cool" by the likes of Apple, Google and other high tech start-ups.

Five stabilisers

6. Innovate for profit and growth
7. Rigorous discipline and an intolerance for incompetence
8. Culture of openness and candour
9. Individual accountability
10. Strong leadership.

By balancing the five cool components with the five stabilising components, organisations create the environment in which innovation can thrive.



CREATE SHARED UNDERSTANDING AND AMBITION

Successful innovators are experts at clearly articulating their ambition.

Do you want to disrupt?
Do you want to enter new markets?
Do you want to focus on the existing?

You can do all three — disruptive, adjacent or core — but deciding the ratio is crucial because ambition drives the culture you need to create.



REWARD CURIOSITY

The most innovative firms are not necessarily the best at ideation. Rather, what makes them special is their drive to discover problems to solve.

The most effective way to embed a culture of innovation is to be uncompromisingly assertive in unearthing meaningful problems to solve. Coming up with ideas then becomes the easy part.



EVERYONE PARTICIPATES

Innovation is a team sport. Any innovation program that doesn't start by helping every individual in the organisation to understand their role will almost inevitably fall short of expectations.

We've identified ten roles:

1. Anthropologists
2. Experimenters
3. Cross-Pollinators
4. Hurdlers
5. Collaborators
6. Directors
7. Experience Architects
8. Set Designers
9. Caregivers, and
10. Storytellers.



MEASURE WHAT MATTERS

It's a truism that you get what you measure. Yet few companies measure their innovation culture.

To help, TomorrowToday has turned to the theory of evolution. Each organisation has a unique DNA defining **WHO YOU ARE**: Your purpose, people you employ and working environment; **HOW YOU WORK**: Your structures, decision rights and processes; **WHAT YOU ARE CAPABLE OF ACHIEVING**: Your motivators, measurements and how you develop people. Together this provides a powerful framework for measuring innovation culture, progress and success.

EXPANSIVE INNOVATION

One trap organisations fall into is thinking too narrowly about where innovation can come from. Nine types of innovation offer untapped value:

- Business Model,
- Alliance,
- Structure,
- Process,
- Service,
- Product,
- Channel or Presence,
- Brand and,
- Customer Experience.



CREATE CAPABLE AND ACCOUNTABLE INNOVATION LEADERS

It makes little sense to hold leaders accountable for innovation if they haven't been trained and coached to encourage innovation within their own teams.

Through selection, training, and feedback, successful organisations create a cadre of leaders who are as adept at fostering innovation as they are at running the business.

