Consider Culture and Deliberate Innovation

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No Disclosures
Life in health care delivery sometimes it feels like this…

"Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it."

A A Milne
Leaders need to create the conditions within which the innovation can flourish.

“...Strategies and processes alone are not sufficient to drive the degree of change we are seeking....the NHS should focus on tackling the behaviours and cultures in the system that stand in the way.”

(David Nicholson former CEO, National Health Service)

“Culture eats strategy (and tools) for lunch”

Marc Bard, Management guru
Leaders have a disproportionately large effect on the cultures of organisations and systems. By their behaviours, leaders create the conditions that either hinder or aid innovation.

Maher, Plsek, Boyle, Mugglestone 2009
Dimensions of innovation culture

- risk taking
- resources
- knowledge
- goals
- rewards and recognition
- tools and methods
- relationships
Dimensions of innovation culture

- Honouring everyone’s input
- Diversity
- Trusting, open environment
- Team based work

- Emotional support
- Balanced assessment
- Learning from failure rather than punishing
- Trying new things

- Flexibility
- Deliberate process
- Training
- Encouragement for skills development

- Funding
- Time
- Authority to act

- Aligned with organisational goals
- Recognition
- Intrinsic motivation
- Individualised

- Wide scope search
- Uncensored, unfiltered, unsummarised
- Free-flowing

- What, but not how
- Specific call for innovation
- Tie to strategic plan
- ‘Stretch’
- Clear case for need

NHS Institute for Innovation and Improvement
Risk Taking: Key Constructs

- Trying new things is a norm
- Emotional support for risk takers
- Balanced assessment of risk
- Learning from failure rather than punishing it
Risk Taking

- In studies of innovative organizations, failure was viewed as a learning process rather than something to chastise – most of the organizations planned for it and actively welcomed it as an important part of the process
- 3M reward ‘intelligent’ risk taking
- The only possible “failure” for a test of an innovation is the *failure to learn something*!

“The fastest way to succeed is to double your failure rate”

*Thomas Watson, Sr.*

*Founder, IBM*
Resources: Key Constructs

✓ Access to (at least some) funding
✓ Time to work on innovative ideas
✓ Authority to act (empowerment, at least to test ideas)
Resources: Some Literature

• Amabile (1998) Identified managerial practices that affect creativity; two of them are:
  – Resources in the form of time and money
  – Freedom to decide how to meet a challenge

• Kanter (2002) identified “10 classic rules for stifling innovation” – one that we see frequently in helath and care services is......
  – Insist that people who need approval to act go through several layers to get to the person who is authorized to say yes or no
Knowledge: Key Constructs

✓ Wide scope search (beyond industry bounds)
✓ Uncensored, unfiltered, unsummarized
✓ Free flowing
Knowledge:

“make it easy to find and share knowledge about innovation, learn from organisations that have a track record of innovation, and foster links with private sector organisations”

Williams, de Silva and Ham, 2008.
Goals: Key Constructs

- Specific call for innovation
- What, but not how
- ‘Stretch’ targets (aspirational, visionary)
- Tie to strategic plan (implying resources and follow through)
- Clear case for need (framing to engage)
Rewards: Key Constructs

- Recognition of innovative effort
- Individualized
- Appealing to intrinsic motivation and values
- Aligned with organizational goals
Rewards

- Recognition – Thank you is an important reward
- Gore Tex- Staff get to spend 10% of their work hours as ‘dabble time’ to develop their own ideas.
- 3M staff spend 15% of their time on projects of their own choosing
- Secondments/time out in other industries
Tools: Key Constructs

✓ Deliberate process
✓ Flexibility to adapt to varying situations
✓ Training
✓ Encouragement for skills development
Relationships: Key Constructs

- Diversity
- Honoring everyone’s input
- Trusting, open environment
- Team-based work is the norm

A healthy culture allows us to produce something with each other, not in spite of each other.
Relationships

• Based on notion that:-
  ‘We all have something to give and we all have something to learn’
• Hierarchy is often based on skills
• Diversity is a common feature
Dimensions of innovation culture

- Honouring everyone’s input
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- Team based work

- Emotional support
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- Trying new things

- Flexibility
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- Goals
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- Relationships
- Risk Taking
- Tools
- Resources
- Knowledge
- Rewards
Applying the Framework

• Seven dimensions can be applied to any collection of individuals where innovative output is desired
  – A meeting or event
  – Project or front-line team
  – Department
  – Organization
  – Multi-organization system
Visualising culture for innovation: Portal charts

- Used to display multi-factor information where all factors can be related to a common scale and are roughly equal in importance
- Also called a spider chart
- The greater the “opening” the better
Using the framework

- Work with your team.
- Review the descriptions of each of the seven dimensions and give your organisation a score from +5 to -5
- Connect the dots to form a portal on your chart
Problems cannot be solved by the same level of thinking that created them.

Albert Einstein
Creativity—seeing new possibilities, generating new ideas and concepts and making connections between ideas where none previously existed.

Innovation—doing things differently, and doing different things, to create a step-change in performance.

( Maher, Plsek, Price, Mugglestone (2010) )
Mental Valleys

Edward de Bono’s Mental Valleys Model for Thinking

Streams of thinking

Valleys

Random jump

Purposeful channel
Flu Shot at the airport

After taking off shoes, pulling change out of pockets and going through security checkpoints, passengers now can roll up their sleeves and get a flu shot at gateside kiosks and health stations in some major U.S. airports.
Thinking differently is about making “creative connections”. It involves challenging, connecting and rearranging information in our mental valleys.

Note that laughter is a natural physiological reaction to a novel connection in the mind. In fact, someone initially laughing at an idea is a good signal that it is, indeed, creative!
Tool: Mental Benchmarking

Synopsis

Many of the basic issues we face are common to other industries and settings, if we state them in plain English and remove the jargon. For example, in health care we talk about “access,” or “patient flow,” or “matching up the correct patient with his or her medications.” But these are really common issues across many industries. Those in other industries will have different mental models from us – McDonald’s deals with “access” by providing a drive-through window; Disney World deals with waiting time for its rides by providing stimulating visual input to make the time pass more quickly; and FedEx certainly knows a thing or two about how to match up packages with the correct delivery lorry.

If we can connect our issues and those different mental models, we might generate a creative idea!
How to do mental benchmarking

1. Frame the issue in its plainest or most general terms.
2. Select an industry or business that also deals with the same issue (can also select at random).
3. Describe how that industry naturally thinks about the issue.
4. Borrow and adapt concepts to your issue
Why don’t creative ideas come more naturally?

Because our mind is not optimized for creative thought…

But, we can do something about that!
Connect all nine dots, with just 4 straight lines, without lifting your pencil once you start.
Connect all nine dots, with just 3 straight lines, without lifting your pencil once you start.
Connect all nine dots, with just 4 straight lines, without lifting your pencil once you start.
Connect all nine dots, with just 4 straight lines, without lifting your pencil once you start.
Tool- Breaking the Rules

Unwritten rules in healthcare drive many processes and patterns of behaviour

E.g. *Patients must work their way through the hierarchy of professionals to get to the one they want.*

*Innovation often needs to challenge the current rules!*
Breaking the Rules

1. Identify the underlying rules
2. Creatively challenge the rules
3. Walk around in the “new world” and see what new ideas you can generate
How to Get Access to Your Doctor

1. Patient has problem
2. Make appointment to see GP
3. Patient goes to GP Surgery
4. Go to registration desk on arrival
5. Receptionist verifies information on file
6. Wait in waiting room
7. Nurse or GP takes you into the room
8. Doctor takes history and exam
9. Doctor decides what happens next
Attention, Escape and Movement

**Attention**... to mental valleys, assumptions or simple rules... involves looking closely, observing with fresh perspective and really noticing things.

**Escape**... from the current mental valleys, assumptions or simple rules... often described as “blue sky thinking” or “thinking outside the box”.

**Movement**... play imaginatively... generate several ideas without judgment or criticism... free association that is allowed to flow in any direction it wishes without constraints for the moment.
Rules of Idea Generation

✓ Criticism is ruled out
✓ Go for quantity
✓ Encourage wild ideas
✓ Build on the ideas of others
Idea generation is a group creativity technique designed to generate a large number of ideas for the solution of a problem.
The way to get good ideas is to get lots of ideas and throw the bad ones away.

Linus Pauling, Nobel Prize winning chemist
The Idea Funnel

Numbers depicted are illustrative only, but are based on typical ratios across a variety of industries.
For more information...

Download at...
http://www.slideshare.net/NHSIQlegacy/thinking-differently-32932194

Lynne Maher, Paul Plsek, Sarah Garrett, Helen Bevan
Recommended Reading

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