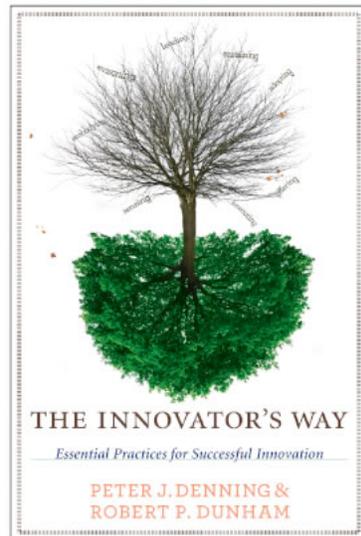


# A Quick Guide to Innovation for Leaders

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[www.innovators-way.com](http://www.innovators-way.com)

## Leaders are innovators

They don't get it

Never saw it coming

They don't believe me

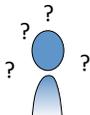
They are too emotional

They resist

Team can't get along

Can't make it fit

They don't follow my orders



**4%**

Success rate of industry innovation initiatives (meeting financial objectives)

**0.2%**

Success rate of Patents (being commercialized)

**<25%**

Optimistic success rate of research ideas eventually influencing innovation (NRC)

## **Meanings of leadership and innovation are unclear**

Going to give operational, executable definitions – so that you can DO it

## Leaders ...

- deal with groups
- express visions
- take care of concerns
- move people
- generate changes
- elicit commitments
- show paths
- manage moods and emotions

For example,  
VADM  
Art Cebrowski

## Innovators ...

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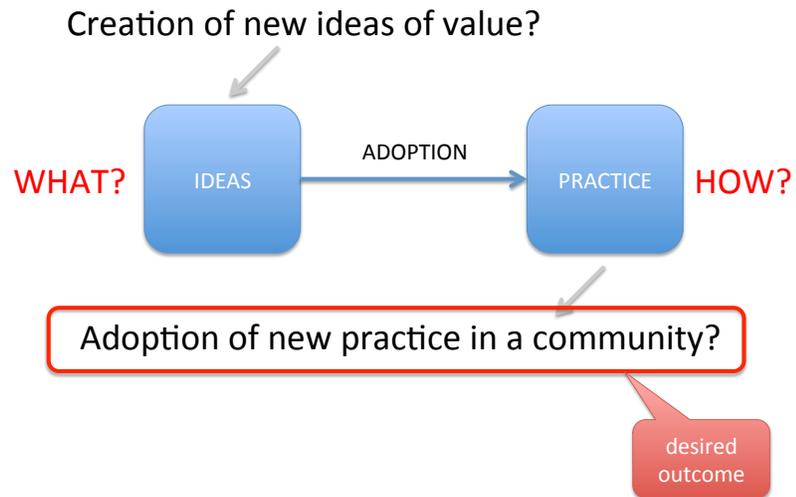
For example,  
Steve Jobs

## **Outline**

- What is innovation
- Innovation skill set = 8P
- Overview of the 8P
- How to assess your teams (and self)
- How to allocate time
- Traps that can ensnare you

**Leaders are innovators**

## What is Innovation?



## How do we achieve innovation?

Through the innovation skill set  
Embodied in the Eight Practices (8P)

**Common approaches to adoption:**

Disseminate-communicate ideas

Create tools

Education and Training

Start organizations

**But these do not work  
consistently well**

**Look at the success rates**

**What succeeds?**

**Go for the desired outcome!**

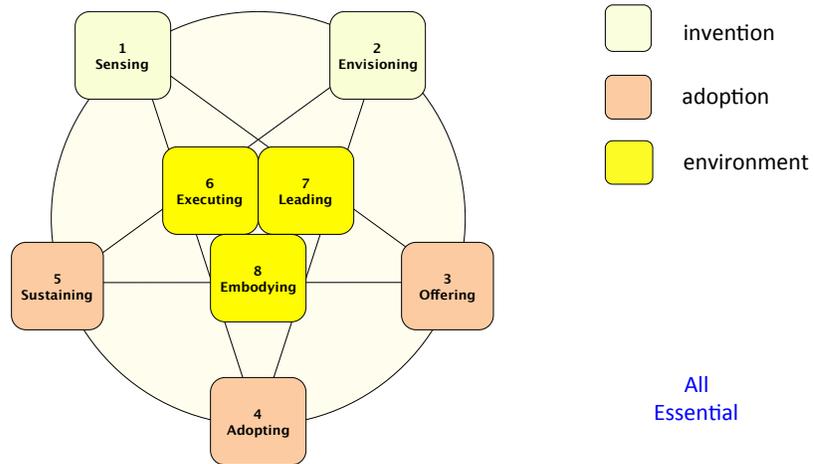
Adoption of new practice in a community

Get their  
commitment  
to do it

Way of doing  
things

Group you target  
for change, large or  
small

## The Eight Practices



## Invention Practices

### Sensing

articulate a new possibility  
after sensing and puzzling  
over a concern or  
disharmony

### Envisioning

tell a compelling story about  
the desirability and value of  
a new community practice

## Adoption Practices

### Offering

make credible offers  
to realize the  
community practice

### Adopting

get people to try the  
community practice for  
the first time

### Sustaining

get people to stay with  
the community practice  
over an extended time

## Environmental Practices

### Executing

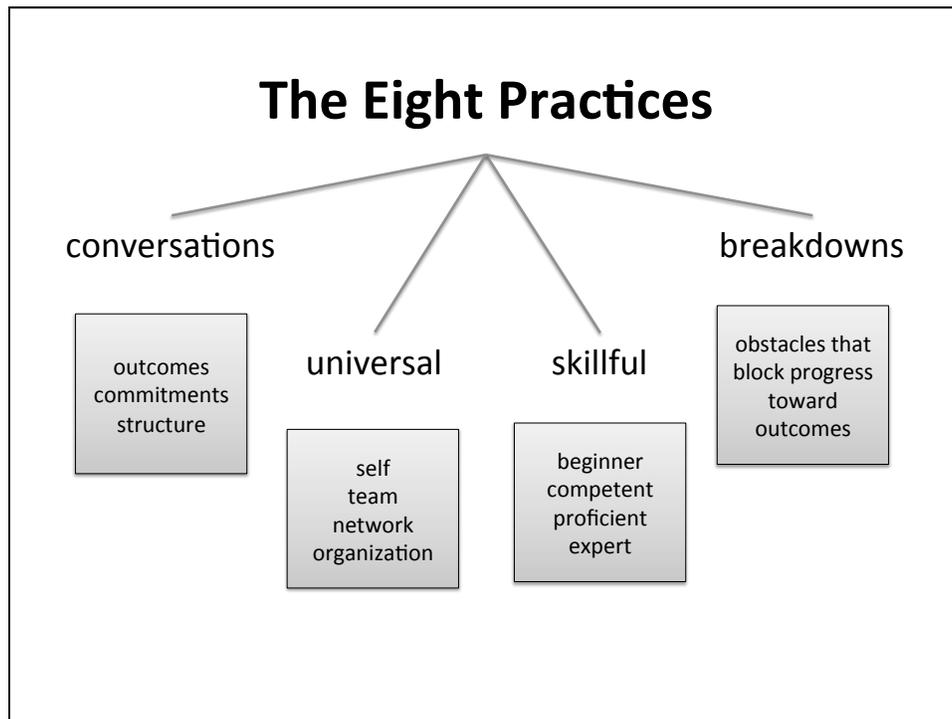
organize teams, plan,  
deliver all commitments  
on time

### Leading

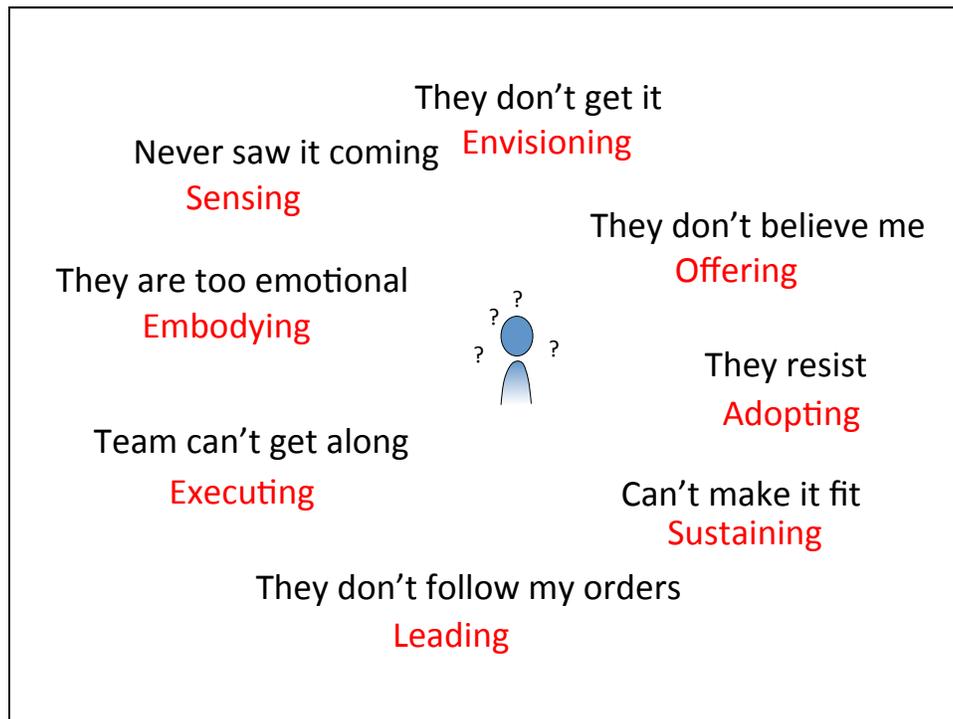
be proactive to move  
people in the other 7P

### Embodying

help community embody  
the new practice  
+  
embody the 8P  
in self or team



Practice	Breakdown
Sensing	Blindness Lack of creativity
Envisioning	Lack of imagination No story telling
Offering	Offer not credible Too much perceived risk
Adopting	Resistance Too few early adopters
Sustaining	Does not integrate Lack leadership commitment
Executing	Poor team member selection Poor team coordination
Leading	Coercive leading Lack of real care
Embodying	Unable to blend Insensitive to mood and emotion



## Team Planning and Learning: 8P Assessment Scorecard

Practice	Team	Self
sensing	4	4
envisioning	4	2
offering	5	2
adopting	2	2
sustaining	4	3
executing	5	4
leading	5	4
embodying	2	2

## If a practice is weak

Not enough time to do it?

Lacking skill?

## Where is the Balance?

ideas



11%

flowers

practices

89%

weeds

## Traps That Can Ensnare You

- Creativity and imagination are the most important drivers
- Management and leadership are the most important drivers
- Confusion between knowledge and practice

## Critical distinction

### Knowledge

Mental models  
Rules  
Procedures  
Processes

“in language”

### Practices

Way of doing things  
Embodied  
Automatic  
Non-reflective  
Skillful

“in performance”

The leader  
performs the eight **innovator practices**  
in order to  
cultivate a new **community practice**

end