

Creative AND Clueless: What Techies Miss in Innovation

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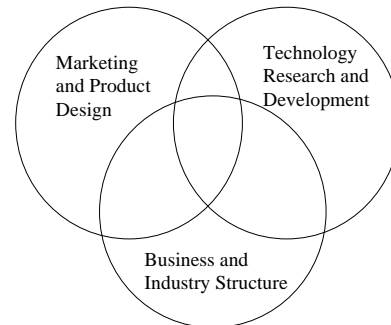
Background: Practical and Academic

- Former Business Systems Developer – In COBOL days
- Have led cross functional teams to successful innovation for more than 30 years
 - Many different industries: manufacturing, construction, etc.
 - Many different technologies: electronics, medical, etc.
 - Many different countries: China, India, Germany, Poland, etc.
 - Organizational levels from production details to strategy
- Ph.D. in Organizational Behavior for research on the creativity of multidiscipline teams.
- Teach graduate courses on entrepreneurship, ethics, strategy, leadership, teamwork, and creativity to engineers and managers

Clueless Creativity:

- May I suggest that it is unlikely that your creative AHA's! will address issues you are not aware of?
- Much like clients who are clueless about technology
- So what do you do: Get smarter or get connected?

Three Zones of Deliberate Innovation



Innovation must succeed in all three areas!!

Reality is complex: multi-reality

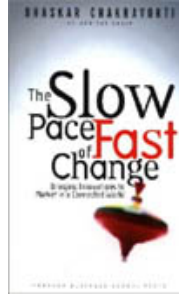
- Blind Men and the Elephant
 - Each vision is correct and inadequate, must be integrated
- Game Theory: The Slow Pace of Fast Change: Bhaskar Chakravorti
 - Each player faces different strategic context, innovation requires alignment and complementarity
- Complexity: Difference between Complicatedness and Conflictedness

The Blind Men and the Elephant

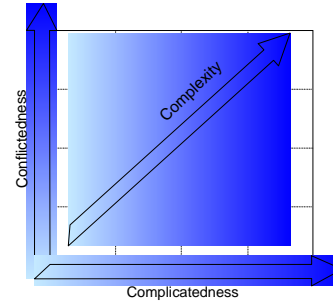
<p>It was six men of Indostan To learning much inclined, Who went to see the Elephant (Though all of them were blind), That each by observation Might satisfy his mind.</p> <p>The first approached the Elephant, And happening to fall Against his broad and sturdy side, At once began to bawl: "God bless me! but the Elephant is very like a WALL!"</p> <p>The second, feeling of the tusk, Cried, "Ho! what have we here So very round and smooth and sharp? To me 'tis mighty clear This wonder of an Elephant Is very like a SPEAR."</p> <p>The third approached the animal, And happening to take The squirming trunk within his hands, Thus boldly up and spake: "I see," quoth he, the Elephant Is very like a SNAKE.</p>	<p>The fourth reached out an eager hand, And felt about the knee "What most this wonderous beast is like Is mighty plain," quoth he: "'Tis clear enough the Elephant Is very like a TREE!"</p> <p>The fifth, who chanced to touch the ear, Said: "E'en the blindest man Can tell what this resembles most; Deny the fact who can, This marvel of an Elephant Is very like a FAN!"</p> <p>The sixth no sooner had begun About the beast to grope, Than seizing on the swinging tail That fell within his scope, "I see," quoth he, "the Elephant Is very like a ROPE!"</p> <p>And so these men of Indostan Disputed loud and long, Each in his own opinion Exceeding stiff and strong, Though each was partly in the right, and all were in the wrong!</p>
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Too many players, with conflicting goals

- Innovations become major when they require many players to change
- Players have different goals and objectives
- Players who make needed change alone lose!



Separating Complexity



Is there a difference for you?

- Do you tend to enjoy one while avoiding the other?
- Are you bored/irritated by complicated details or by conflicted politics?

Key Insights

- Creative ideas differ in their responsiveness to complexity, both complicated and conflicted
- Need to go beyond tools of simple creativity to accomplish complex creativity
- Complex problems generally require complex teams – which brings additional difficulties
- Complicatedness handled by external models
- Conflictedness requires cohesive groups with relevant perspectives and knowledge

Do what you love...

...and what you ignore will kill you

Collaboration Choices

- Solo – your resources only
- Wheel – you interact with many knowledge and resource providers and give direct leadership
- Team – knowledge and resource providers work together, with facilitative leadership
- Hypertext team – team members bring connections

Deliberate Leadership

- No one has leadership, but everyone has processes and triggers for followership
- When you and your behaviors trigger someone's followership, we call that leadership. But followership is different in different people
- It is possible to learn ways to deliberately trigger followership in different people
- If you do not trigger followership in colleagues, it does not matter what you know!!

Cross Functional perspective on teamwork

- *Mutual ignorance*
 - You can't check the other team member's knowledge, calculations, or logic
 - Trust must be built socially
- *Diverse in style and culture*
 - Each holds a subset of whole approach
- *Hypertext model – team member as portal*
 - Process triggers knowledge and insight shifts that change problem in organization