



# *Promoting Innovation*

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Gerry Clarke*

- What is innovation?
- Why innovate?
- Building innovation capability
- Creating an innovation culture
- Key Points
- References

## What is innovation?

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*"The means by which creativity is brought to life"*

*"The introduction of something new and useful"*

*"The process of translating new ideas into tangible societal impact"*

*Innovation is utilizing our most prized resource - our people - to the fullest extent*

## What is innovation?

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**Invention** is commonly regarded as the discovery of new knowledge (**Research**), whereas **innovation** is seen as the application of existing knowledge in a novel fashion (**Development**).

Creativity is what happens when **novel ideas first come to light** whereas **innovation implies implementation**

The RADICAL - INCREMENTAL dichotomy...

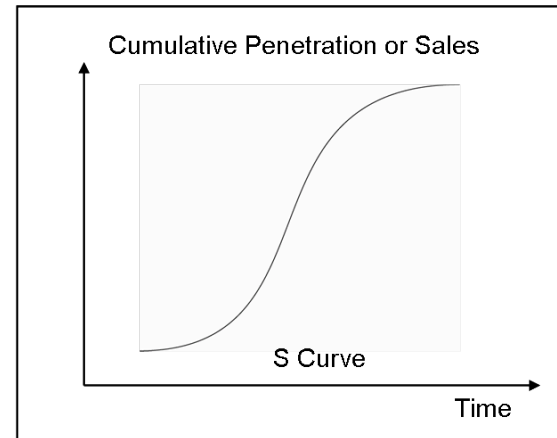
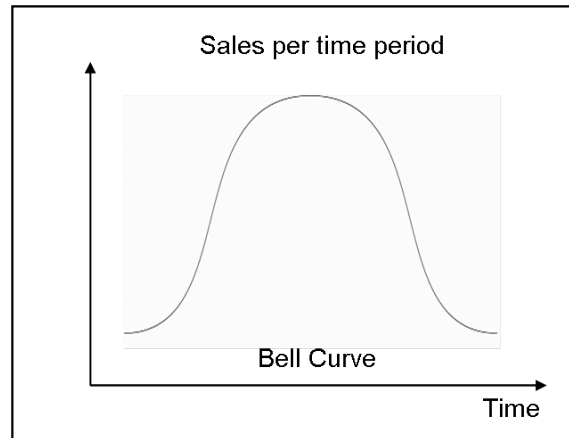
*breakthrough invention vs. small, but significant change*

Innovation may refer to both radical and incremental changes to products, processes or services.

*Process innovation in this context can refer to any aspect of your organization - a never ending quest for best practice...*

## Why innovate?

*Innovate to provide added value...*



*"When hard times came to the tech sector, we went to our investors and said... 'We're going to innovate our way out of this downturn'. The kind of products that emerged from this period were the new iPod and iTunes. They germinated during a period of uncertainty."*

Steve Jobs, *Wired* August 2005

## Why innovate?

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*"...the argument is that Irish industry is no longer competitive"*

*"We talk about the cost of production... developed economies talk about the level of innovation."*

*" We still talk about exporting products and services... developed economies talk about exporting customer solutions."*

*2006 - 600 companies involved in R&D*

*1996 - less than 60 companies were involved in R&D*

*"We need a national debate on the importance of innovation"*

Frank Ryan, Enterprise Ireland CEO *Business and Finance* July 2007

## Why innovate?

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*Innovate to reduce cost...*

*Is innovation a growth, or a survival strategy?*

### Co-education seminars - leveraging the breadth of experience within your existing resources

Embrace diversity - current workforce approaches 10% non-national.  
Highly educated workforce



### "Eureka" programs

Sequestered, project goal oriented  
Facilitator uses many warm-up exercises and stimulation techniques - deBono, etc.  
Small groups function independently, then interact

### Think Tanks

Problem statement focused



### Creativity Handbook

Real understanding and use of appropriate techniques  
Proprietary 30 page guide to use of many creative thinking and problem solving tools.



## Inhabit the marketplace

Personal contact and customer networks  
Problems, opportunities and solutions



## TRIZ

Structured method for innovative problem solving  
Mines previous invention history for common principles  
Attempts to resolve technical contradictions

## Design For Six Sigma

Design For Manufacturability: powerful stimulation for innovation  
Function maps, design trimming: reducing the number of components and worksteps

## Leverage all of your resources

Innovation is for everyone - all departments and all levels



The Context for innovation  
is formed by interactions  
with the world around us.



Government  
**Customers**  
Suppliers  
Families  
Economy  
Competitors  
World Events  
Community

### Leadership

Mission statement

*"To be the trusted leader in vascular innovation"*

Core Values

Integrity - Respect for the Individual - Trust - Results  
Orientation - Winning Attitude - Spirit of Innovation

## SPIRIT OF INNOVATION

*A personal determination to challenge existing perspectives and pursue unique ideas.*

### Behaviors:

- I embrace innovation & have the courage to make suggestions & challenge existing approaches.
- I foster an environment where ideas are expected, encouraged, accepted & celebrated.
- I accept the inherent risk and make the time to pursue & execute novel ideas.
- I think out of the box and apply creative approaches to solve problems.
- I welcome, embrace & champion new ideas and approaches wherever they come from.

## Visual cues

- Highly visible posters and icons
- Stimulates visitor/investor interest



## Challenges

- Lateral thinking - creative utilization of the mundane, puzzles

## Reduction to practice

- Fail often to succeed early

## Feedback

- Rapid and honest individual feedback
- Regular group progress updates



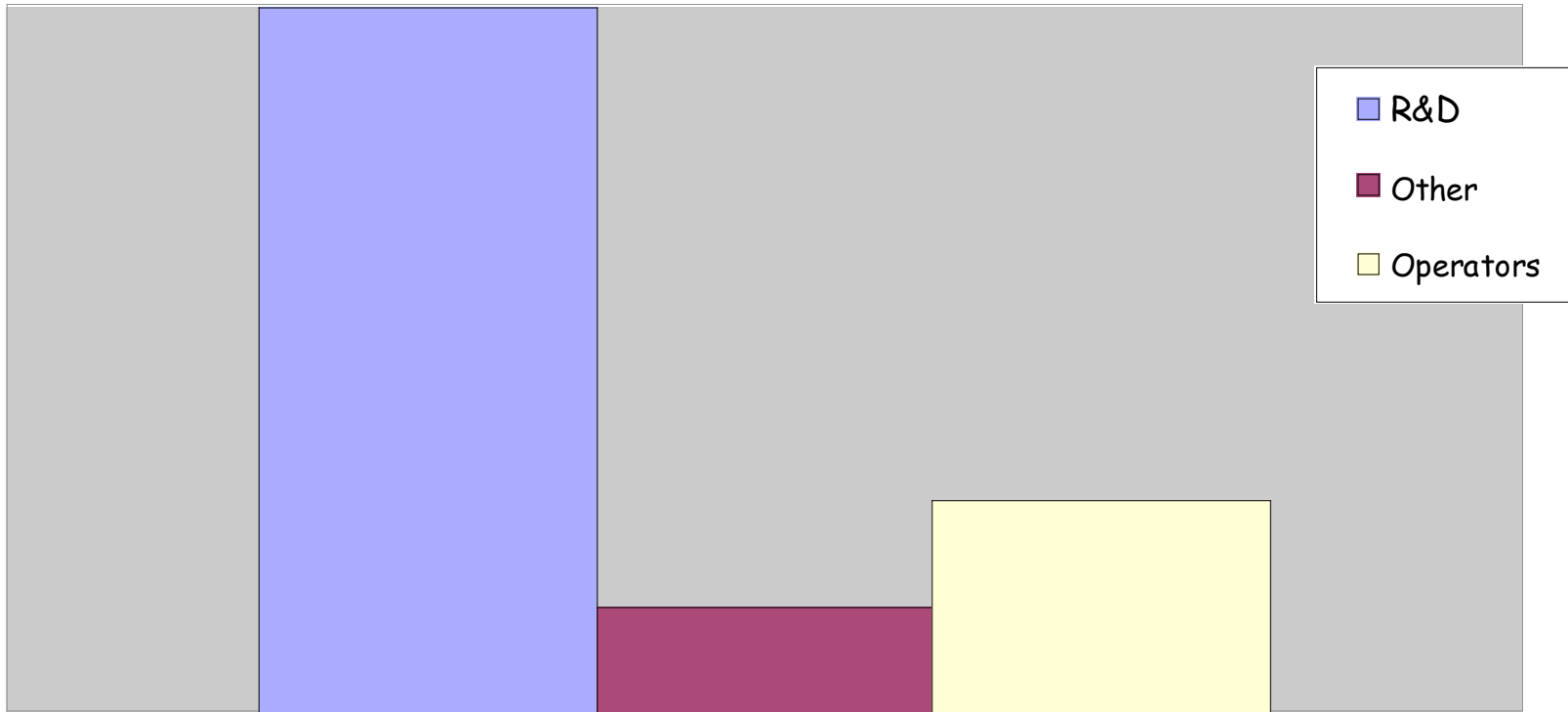
## Recognition

- Personal recognition
- Awards in large group setting

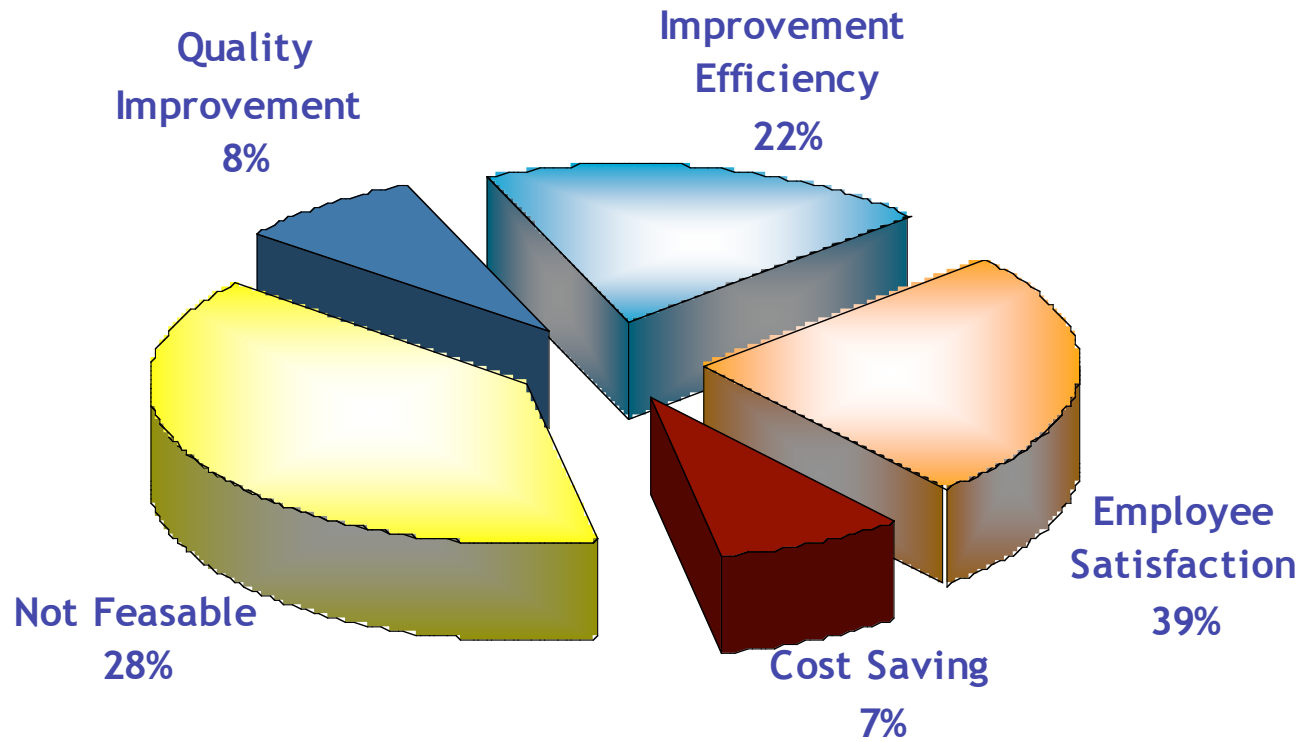
## Accountability

- Highly visible innovation objectives
- Expectations can be created and fulfilled
- Position based requirements

## Innovation Participation



# Operator contributions...



- *Innovation is fast becoming a survival factor*
- *The practice of innovation is for everyone*
- *Innovation culture requires leadership and nurture*
- *Simple low cost mechanisms provide results*
- *What gets measured improves*
- *Accountability is appropriate*



...and finally!

*"Ideas are like rabbits You get a couple, learn how to handle them, and pretty soon you have a dozen."*

John Steinbeck



*"The best way to get good ideas is to get lots of ideas..."*

Dr. Linus Pauling