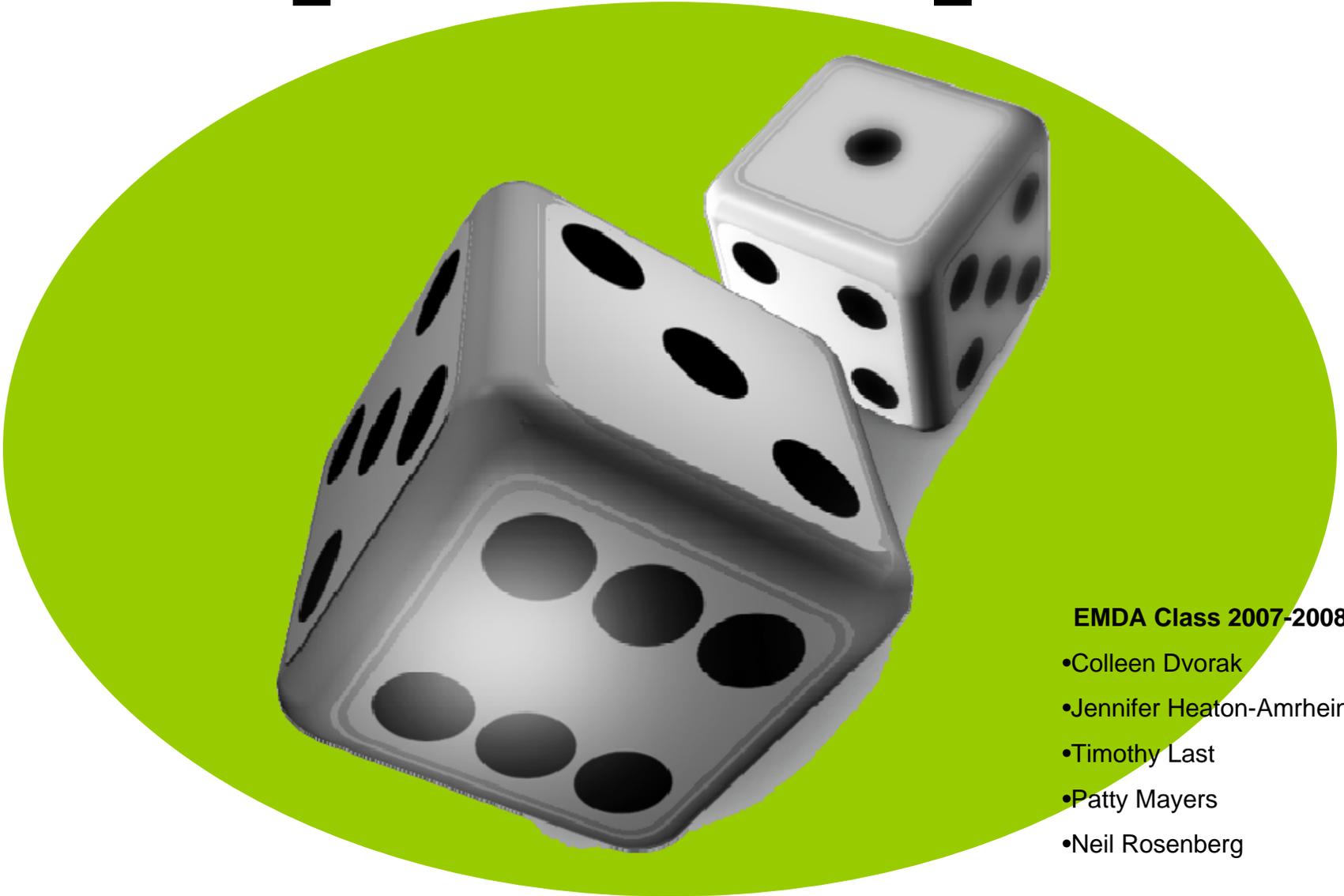


Developing Innovative & Creative Environments



EMDA Class 2007-2008

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Roll the dice and take a gamble on your team's future!

Ten tricks for developing innovative and creative environments

1. Time: Set aside time to innovate as a team and include time to innovate in position descriptions.
2. Space: Construct creative work spaces or encourage staff to get away from the office environment. It's hard to innovate in a "cube".
3. Encouragement: Support and encourage innovation. Words and actions matter!
4. Collaboration: Harness individual strengths in a team environment to spur innovation. Together, everyone achieves more!
5. Empowerment: Give teams permission and freedom to test and implement modest innovations without going "up the chain."
6. Safety: Create a culture where there are no "stupid" ideas. Set up an anonymous suggestion box.
7. Resources: Provide teams and staff what they need. Some innovations will take money and resources.
8. Rewards: Recognize and reward individuals and teams who innovate.
9. Flexibility: Be results-oriented instead of method-oriented. Give people and teams the flexibility to try new approaches.
10. Failure: Allow failure. Innovation is a process, not an endpoint. An environment that develops and encourages innovative thinking will bring great rewards even if most ideas are not implemented.





Developing Innovative and Creative Environments

What is innovation?

The [IBM report](#) defined “innovation” as “new ideas or current thinking applied in fundamentally different ways resulting in a significant change.” It characterized innovation as having three dimensions:

- **Business model innovation:** a fundamental change in the way an organization does business.
- **Operational innovation:** an organization improves its effectiveness and efficiency at tactical or core process/function level.
- **Services or product innovation:** an organization delivers new programs or citizen-facing services.

Examples of Innovative Workplaces

2. IBM (www.ibm.com)
3. The Ash Institute (<http://ashinstitute.harvard.edu/innovations>)
4. Department of Transportation (STAR)
5. The State of Wisconsin Suggestion Box (<http://SUGGEST.state.wi.us>)
6. Google (www.google.com)
7. 3M (www.3m.com)
8. Federal Government Suggestion Box (<http://republicans.oversight.house.gov/contact/suggestionbox.aspx>)
9. City of Phoenix, AZ (www.govleaders.org/innovation.htm and <http://phoenix.gov/bertelsm.html>)
10. Edge 360 (www.edgetraining.com)
11. PEW Center on the States (www.pewcenteronthestates.org)
12. SC Johnson Wax (www.scjohnson.com)

Other links and information about innovative work environments:

<http://www.innovationtools.com/Articles/EnterpriseDetails.asp?a=306>

<http://www.innovationtools.com/Articles/EnterpriseDetails.asp?a=307>

<http://www.innovation.cc/volumes-issues.htm>

<http://www.stateinnovation.org/>

Innovation Talking Points

2. IBM (www.IBM.com)

- It will be easy to be green and to save money doing it.
- The way you drive will be completely different.
- You are what you eat, so you will know what you eat.
- Your cell phone will be your wallet, your ticket broker, your concierge, your bank, your shopping buddy and more.
- Doctors will enhance "super senses" to better diagnose and treat patients.

3. The Ash Institute (<http://ashinstitute.harvard.edu/innovations>)

- The Roy and Lila Ash Institute for Democratic Governance and Innovation advances excellence in governance and strengthens democratic institutions worldwide.
- Through its research, education, international programs, and government innovations awards, the Institute fosters creative and effective government problem-solving and serves as a catalyst for addressing many of the most pressing needs of the world's citizens.
- Knowledge building is a hallmark of the Ash Institute's continuing effort to catalyze innovation and explore the actual processes of democracy

4. Department of Transportation (STAR= Successful Thoughts are Rewarding)

- The STAR Program is DOT's individualized program which funnels accepted suggestions to the statewide Wisconsin Employee Suggestion Program. It is open to all WisDOT employees including LTEs and contract workers.
- The purpose of the STAR Program is to bring forth fresh, new ideas which will improve the quality of state government and to recognize suggestions which benefit others within the agency and/or state government.
- The objectives of the STAR Program are to:
 - Encourage and promote the implementation of suggestions which support our goal of continuous improvement.
 - Provide new ways of doing business to help meet performance measures.
 - Encourage participation by all employees.
 - Provide a process by which suggestions generated at the local level can be shared and implemented by other divisions, districts or offices.
 - Recognize and reward good suggestions.
 - Increase job interest and satisfaction.
 - Forward accepted suggestions to the Wisconsin ESP.
- It is successful for a number of reasons:
 - Management encourages and supports the program.
 - Department-wide committee oversees and administers the program.
 - The program is widely publicized and featured in the department newsletter, on the intranet site and also with a weeklong celebration - STAR Week featuring a prominent lobby display.

Innovation Talking Points

5. The State of Wisconsin Suggestion Box (<http://SUGGEST.state.wi.us>)

- Slogan: Innovative Ideas Improve Wisconsin
- Ideas are formally submitted according to a set of criteria - there is a defined process to follow
- Key here is innovative
- Based on bottom up suggestions with the idea that those closest to a product or service know best how to improve it
- Employees are awarded for their ideas:
Regular Awards:
 - Cash awards of between \$50 and \$1,500
 - Certificate of CommendationSpecial Annual Awards:
 - Suggester of the Year receives an additional \$100 plus engraved plaque
 - Group Suggester of the Year receives an additional \$100 to be shared equally plus engraved plaque
 - Agency Coordinator of the Year receives engraved plaque
 - Agency of the Year receives engraved plaque.

6. Google (www.google.com)

- One of the key reasons for Google's success is a belief that good ideas can, and should, come from anywhere.
- All engineers in the company have one day a week to work on their own pet projects.
- They don't believe that innovation is "managed." "You have to have a set of necessary conditions for innovation to occur. To start with, you have to listen to people...Innovation comes from places that you don't expect."
- Innovation has nothing to do with downturns. A hot product will sell just as well in a recession as it will in a nonrecession...by what degree we can get people to substitute [our product] for the other. The strong companies understand this, and during a recession, they invest.

7. 3M (www.3m.com)

- Seven Pillars of Innovation
 - From the chief executive on down, the company must be committed to innovation.
 - The corporate culture must be actively maintained.
 - Innovation is impossible without a broad base of technology.
 - Talk, talk, talk. Management at 3M has long encouraged networking -- formal and informal -- among its researchers.
 - Set individual expectations and reward employees for outstanding work.
 - Quantify efforts. 3M tallies how much of its revenue comes from products introduced in the past four years to judge whether its R&D money is being spent wisely.
 - Research must be tied to the customer. Employees spend a lot of time with customers to understand what their needs are so they can go back to the labs to come up with valuable products.

Innovation Talking Points

8. Federal Government Suggestion Box

(<http://republicans.oversight.house.gov/contact/suggestionbox.aspx>)

- The Government Employee's Incentive Awards Act, Title III of Public Law 763 was enacted on September 1, 1954 and established the Federal Suggestion Program.
- This program encourages all Government employees to improve efficiencies and economies of Federal Government operations.
- The Act gives Federal agencies the authority to recognize employees who contribute through suggestion, inventions, extra effort, accomplishments or other personal efforts to the increased efficiency or improvement of Government operations.
- Any Federal employee may submit a suggestion, even if it is not within his or her own department, although most will come from one's own work area.
- Suggestions are either adopted, referred for further study, or rejected. If adopted, suggestions should be implemented and the submitter may be presented with appropriate recognition such as non-monetary items, time-off, or even a monetary award depending on the savings of the idea.
- This program is very similar to the program that exists in the State of Wisconsin. As with any suggestion program, the success depends on participation and departmental promotion of the program. Some agencies are more proactive with such programs.

9. City of Phoenix, AZ (www.govleaders.org/innovation.htm and <http://phoenix.gov/bertelsm.html>)

- The City of Phoenix, AZ is considered to be one of the most innovative and best run local governments in the world and has won many national and international awards.
- One of the city government's core values is to "Learn, Change, and Improve."
- Phoenix was the only city in the country to receive a grade of "A" or "A-" in all five of the national Government Performance Project's key areas: human resource management, capital management, managing for results, financial management and information technology management. The project's sponsor said, "Phoenix is a veritable innovation machine."
- Phoenix uses performance data and citizen input to continuously improve the efficiency and effectiveness of its services.

10. SC Johnson Wax (www.scjohnson.com)

- Leader in the global market in product innovation with 14,000 global employees
- Operates in more than 70 countries providing products in 110 countries
- During the 116-year history, SC Johnson has achieved business success by innovating to solve consumer problems and meet consumer needs.

11. The State of Utah

- The PEW Center on the States annually prepares a report card rating the states on the innovativeness and effectiveness of their policies.
- Utah has consistently been given an "A" grade for the innovativeness and effectiveness of its state government.
- This year, Utah demonstrated its innovation by moving to a 4-day work week for employees, which reduced government costs, increased governmental accessibility, and increased worked morale.
- Utah is also piloting innovative and business-like human resources techniques, including bonuses for superior accomplishments, made possible by a strong performance measurement system.

Innovation Talking Points

12. Johnson Controls

- Global WorkPlace Innovation develops and promotes leading edge research in workplace, facilities management and real estate.
- Johnson Controls Global WorkPlace Solutions is committed to continuously developing innovative solutions for its customers and industry challenges.
- Our passion for research and development has led to the creation of a network called Global WorkPlace Innovation (GWi), with the aim to:
- Drive INNOVATION and thought leadership in workplace solutions, globally
- Support customers needs and deliver advanced SOLUTIONS in diverse business environments
- Challenge the status quo, leading change and delivering ADDED VALUE through innovation excellence
- The 4 key emphasis areas for innovation are:
 - WORKPLACE-leading research on workplace
 - SUSTAINABILITY-creating tomorrow's sustainable workplace
 - FUTURES-anticipating and planning for change
 - TECHNOLOGY-supporting high performance workplaces