



Mission: To **change the world** through **systems that enable** innovation by **everyone, everywhere, every day** resulting in increased SPEED and decreased RISK.

IE Overview Workshop





$$MU = \frac{S^D}{F}$$



System Driven Innovation

How to Enable Innovation
By Everyone, Everywhere, Every Day
With Increased Speed & Decreased Risk

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How To in 2 Hours® Workshops

To get you functional
fast in the innovation
skills you need when
you need them

Innovation 101

Are you tasked with creating
innovative solutions and
implementing them pronto?

Learn the basic principles of
Innovation Engineering and get
started applying them to work
smarter and faster - NOW.

Why Innovate?

Because
we don't want our
organization
to die.



If you're not
**Meaningfully
Unique**
you better be CHEAP.



A Product or Service is Meaningfully Unique when...

Customers are willing to pay more money for it.



A SYSTEM Innovation is Meaningfully Unique when...

Your Co-workers & Organization are willing to
Invest Time, Energy And Money to implement



Time



Energy



Money



Two Levels
of
Innovations



A Balanced Portfolio =

85% **CORE** projects

15% **LEAP** projects

Note: 50% of profit growth will be LEAP

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Our Basic Principles

Meaningfully Unique Ideas = $\frac{\text{Explore Stimulus}}{\text{Drive Out Fear}}$ Diversity of thinking

Ideas for Strategies, Products/Services, Systems, Business Models, Problem Solving...

Traditional Model

~~Individual Brainstorming~~ draining

Before After

Suck Method
Uses Your Brain Like A LIBRARY

**At Their Most Basic
IDEAS
are Feats of Association**

Exploring Stimulus is basically...

Filling Your BRAIN

So You Have More "Stuff" to Make Connections With

Two Types of Stimulus
Ideas for a new type of candy

RELATED **UNRELATED**

Lots of ideas, but closer in *Fewer ideas, but really UNIQUE*

Diversifying Thinking

Diversity multiplies the impact of stimulus.

Diversity of Thinking	# of practical ideas invented
Low Diversity	19
Medium Diversity	30
High Diversity	46

Diversity Multiplies Impact of Stimulus

What comes to mind?

- "Beauty"
- "Thorns"
- "Kentucky Derby"
- "New York's State Flower"

Diversity Means People Who Think DIFFERENTLY than You

Mindset Culture

Backgrounds & Skills Maybe Even Who You Disagree With

Activity 1: Create Ideas

With your group, use the prompts below as stimulus to invent ideas for Meaningfully Unique playgrounds or playground equipment.

When free associating, it is important to write down whatever comes to mind when you see the stimulus with NO attempt to connect it to the challenge. That comes in the second step.

Stimulus	Free Associate <i>"What comes to mind when you hear..."</i>	Raw ideas for a new type of playground/equipment
UNRELATED: Frog		
UNRELATED: Rock and Roll		
RELATED: When it comes to playgrounds, coordination is a greater source of fun than height for children. <small>International Journal of Injury Control & Safety Promotion. Jun2012</small>		
RELATED: Exercise and play time directly impacts a child's self esteem. The more the better. Ekeland, Heian and Hagan (2005)		

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Meaningfully
UNIQUE Ideas...

Require **CHANGE**

Change Causes

CHAOS



Spark **FEAR**



Build Courage

By Making the Unknown Known...

1. **Communicate Your Idea with Clarity**
2. Reduce uncertainty with Plan-Do-Study-Act Cycles



TODAY

Fundamental Components

Customer/Stakeholder & their **PROBLEM**

Benefit **PROMISE**

Product/Service & **PROOF**

Meaningfully Unique Innovations

Solve
**Customer or
Stakeholder
Problems**



Meaningfully Unique Innovations

Solve
**Customer or
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Problems**



Benefit Promises

are "What's In it for the Customer"

What they will

Receive, Enjoy, Experience

In exchange for their

Time, Trouble, Trust and Money

The Product/Service PROOF

is **HOW** you will deliver
on your **PROMISE**

It answers the question
"Why should I believe you?"

Problem ← **PROMISE** ← **PROOF**



It's OK if you don't know all the pieces. It just mean you need a

THEORY or **HYPOTHESIS**

of any missing parts...
Problem, Promise, or Proof.

Activity 2: Communicating Ideas

Writing a concept is about telling the complete story of your idea with clarity. All of the parts must hang together. If you are unsure about a part of your idea, write a hypothesis for what it could be.

With your group, make up the missing parts of the concepts below to communicate a full idea.

Customer	Problem: WHAT problem does this idea address?	Promise: WHAT is your specific or numeric promise to SOLVE the problem?	Proof: HOW is it that you can deliver on this Promise? What are you proposing to do differently?
Parents		A Smart Jungle Gym that grows with your little one!	
	The problem with modern playground equipment may be that it is <i>too</i> safe. Children master the apparatus too quickly, and get bored.		The perfect blend of escape room and living video game. This playground features 5 chambers where 2 or more kids have to work together to solve puzzles or complete physical challenges to advance to the next, and more challenging, chamber.

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Build Courage

By Making the Unknown Known...

1. **Communicate Your Idea with Clarity**
2. Reduce uncertainty with Plan-Do-Study-Act Cycles



You may not realize it...

But you already know how to reduce risk with new ideas...



It's how you learned to ride a bike.

Set goal to ride



Tried a way to Ride

Adapted your approach and tried again

Learned From This

How do you eat an elephant of a problem?

One bite at a time!

Break commercialization of your innovation into small steps.



Respect the **Emotional** Nature of Fear

"Re-Label" Risks & Uncertainties with Equally **Emotionally** Charged Wording

Fear	→	Death Threat
"No"	→	Death Threat
Can't Make it	→	Death Threat
Can't Afford It	→	Death Threat
Can't Sell It	→	Death Threat

The Way to Dissolve Death Threats

is to use the Deming Cycle/Scientific Method



We call this development system **Fail Fast, Fail Cheap**

The purpose of the system is to dissolve risks with small steps

Activity 3: Fail Fast, Fail Cheap

With your group, identify ways to learn more and reduce uncertainty about the Death Threats for the ideas below in a way that's FAST and CHEAP.

We provided a Death Threat for the first idea. Your group will need to identify a Death Threat for the second idea.

Idea	Death Threat	What could we DO to learn more?	What else could we DO to learn more?
<p>A new kind of umbrella that has an off-center shaft so that you are in the direct center. Designed to keep you 4x drier.</p>	<p>Can we actually deliver on the promise of 4x drier?</p>		
<p>A teacher has an idea for her students to chew bubble gum while they study and then again when they take a test. By using scent to induce <u>memory</u> & improve <u>recall</u>, she believes it will increase test scores.</p>	<p><i>You identify...</i></p>		



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In companies, leaders activate their strategies by communicating what is needed on Blue Cards.



TODAY

The basics...

BACKGROUND

REQUEST

DON'T REQUEST



NARRATIVE

Each year we have seen shrinking attendance at our movie theaters across the country.

Many people say that seeing a movie in the theater is such an unpleasant experience overall that they no longer want to go to theaters to see most movies, regardless of the ticket price.

It is hard to compete with the comforts of home, but we believe there are still many reasons to enjoy a night out at the movies. There is still magic in the big screen and a packed theater experience.

If we don't reimagine our movie theater's role in film and society, we will not only go out of business, but we will lose a great tradition of modern times.

MISSION

We need ideas for WOW experiences that customers can't replicate at home.

EXCLUSIONS

We are not interested in ideas related to food/beverage options.

6x6x6 Matrix Mixing

RED, WHITE, BLUE

Need Ideas for... Movie Theater Experience that you can't replicate at home. Using Technology To Enable Experiences

Step 1:

Fill in the Columns

	RED	WHITE	BLUE
	Customers	Parts of the Movie Theater Experience	Technology
1	Couple on a Date	Choosing a Movie	Virtual Reality Glasses / Pods
2	Film Fanatics	Purchasing Tickets	Scent Dispersing Technology
3	A Pack of Teenagers	Finding Seats	Holographic Projections
4	Retired Seniors	Waiting for the Film to Start	Artificial Intelligence - Interactive Technology
5	Family with different preferences	Watching the Film	4D Effects Incorporate 5 Senses
6	Infrequent Movie-Goer	After the Film is Over	360 Degree Wrap Around Screens

Step 2:

Randomly select one number from each column & force associate to Create Ideas

Thinking Space

Step 3:

Capture Favorite Ideas

Ideas

Part 2 - Communicate Your Idea

Individually, decide on your favorite idea, and write the Problem, Promise, and Proof below.

PROBLEM: WHAT problem does this idea address?	
PROMISE: WHAT is your specific or numeric promise to SOLVE the problem?	
PROOF: HOW is it that you can deliver on this Promise? What are you proposing to do differently?	

Part 3 - Test Your Idea

Ask 3 people to score your idea, and then calculate your Meaningful Uniqueness score.

	Person 1	Person 2	Person 3	Average of Three Scores	Overall Score
1. On a scale from 0 to 10 where 0 is "Dislike a Lot" and 10 is "Like a Lot", how much do you dislike or like the idea?					x 60% =
2. On a scale from 0 to 10 where 0 is "Not at all New & Different" and 10 is "Very New & Different", how NEW AND DIFFERENT is the idea?					x 40% =
Meaningful Uniqueness: Sum =					

Part 4 - Plan to Learn More

Share your ideas and scores with your group. As a group, select one idea, and identify a Death Threat and two possible ways to learn more for the idea you selected. Repeat with a second idea if time allows.

Biggest Death Threat for your idea	What could we DO to learn more?	What else could we DO to learn more?

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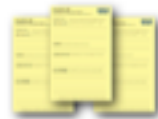
Innovation Engineering System

How we define our Mission



Blue Cards: Our missions - WHERE we want to go, WHY it's Important, and our BOUNDARIES and limitations. Short and Long Term. Opportunities and Systems...

How we define our ideas



Yellow Cards: The structure we use to define ideas - Customer, Problem, Promise, Proof, Price + Death Threats.

How we work



Plan, Do, Study, Act: How we make sure we are working smart.

How we think

$$\text{Meaningfully Unique Ideas} = \frac{\text{Stimulus}}{\text{Fear}} \times \text{Diversity}$$

Our Basic Principles: Learn More (Stimulus) Connect with others (Diversity) and Fail FAST, Fail CHEAP (Drive out Fear)

*It can be very HARD for some people...
It requires that you are open to learning...
It requires that you are willing to say...*

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1. I Don't Know
2. I Need Help
3. I Fail A Lot

