

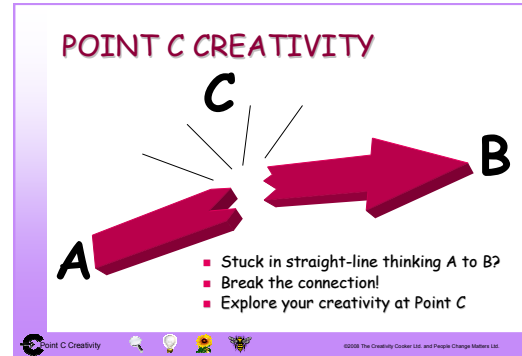
Innovation & People Centred Implementation (PCI®)

This paper discusses innovation and creativity and the importance of PCI® concepts to its successful implementation.

POINT C CREATIVITY

Successful innovation in organisations is often based around Point C Creativity – helping people to break out of their normal, straight-line thinking to find new approaches and fresh ideas.

Most people, teams and organisations are really good at thinking in straight lines – analysing data, using logic, critical thinking and drawing conclusions – after all, this is what has usually brought them success in the past. But, every now and then, there is a need to break out of that mode and to think sufficiently differently if you are to generate new ideas. A variety of creative stimulus is used – whatever it takes – to break the connection and to get people to explore new ideas out at Point C.

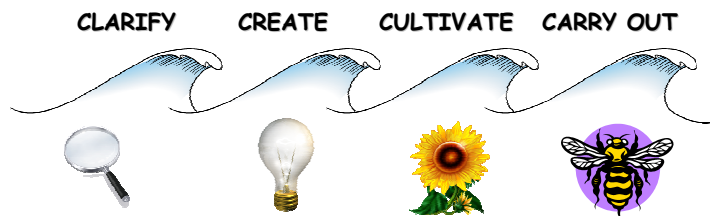


www.pointc.co.uk

THE INNOVATION FLOW

However, innovation is not just about being creative and coming up with lots of new ideas – you have to make them happen. No matter how good the idea, it is worthless

INNOVATION FLOW



unless it gets implemented and central to that implementation is having people committed to the success of the idea. That's why you'll find PCI® concepts at the heart of each stage of the Point C Innovation Flow.

Firstly, strong initiating sponsorship is vital to ensure that there is sufficient momentum to get started and to keep the flow going.

Secondly, it's about involving a diverse group of people from across the organisation. Their journey through a highly engaging and stimulating process means that, as well as the ideas they create, there is also a buzz – an excitement and passion about the ideas, which helps carry the ideas forward. It is often the case that their commitment really makes sure that things happen – they become the local sponsors for the ideas.

INNOVATION STAGES

CLARIFY



- Clarify the problem or opportunity
- Solve the right thing!
- What's the big question?
- Where are the idea areas?

At this stage it is important to spend time getting to understand the challenge or opportunity in order to avoid creatively solving the wrong thing! This is where the likely areas in which to get more creative during the next stage are first identified. It is also an opportunity to test potential ideas – what's in and out of scope?

PCI® Notes

This is an opportunity for early involvement of people from across the organisation – to start to build their commitment and to give them a chance to voice concerns.

It's also the point at which to test the change leadership's support and to understand the imperative to change and to begin to define the future state.

CREATE



- Use creative stimulus to create loads of raw ideas
- Volume is key
- All ideas are good ideas

The creative event can last from half a day through to a whole week, ideally off-site at a stimulating location. Typical events have been run in an old manor house, in a glass room overlooking Loch Lomond and in the middle of London Zoo. Interesting venues like these are an important step towards getting people out of their A to B straight-line thinking!

A number of creative techniques are then applied to stimulate the search for new ideas, working on the principle that the best way to have a good idea is to have lots of ideas. So literally hundreds of ideas can be generated before moving on to the next stage.

PCI® Notes

Engagement processes don't get more powerful than this! In addition to the high level of involvement, there is always a training element and the intrinsic reward of being part of something that is clearly going to be making a difference in the organisation.

This is people's opportunity to help create and make visible a solution that will make a difference.

CULTIVATE



- Cultivate ideas
- Use passion to combine and build
- Challenge for understanding

Great ideas do not usually arrive fully formed. They have to be developed – cultivated – constructively combining and building raw ideas. The goal is to create robust ideas and therefore any challenge is for understanding, rather than to knock down and destroy.

Whatever is necessary is done to bring ideas to life, whether that is acting them out, making a mock-up or working with an artist to help visualise them.

This is usually done in an intense hothouse environment, where all the resources are made available to the attendees to cultivate the ideas they are most passionate about.

PCI® Notes

The hothouse is another great engagement process. The attendees' passion is key to building an effective solution.

The hothouse workshop and the developing gallery of ideas provide a great opportunity for sponsors to be involved, to see the buzz in action and to show their commitment. It also means that attendees have direct access to the sponsors to get their passion for ideas across.

CARRY OUT



- Keep the buzz alive!
- Early sponsorship is essential
- Plan the people side of change
- Carry it out!

Carrying out (implementing) ideas works best when the buzz generated during the creative and hothouse sessions stays with the project AND best practice in change and project management is followed.

Sadly, without properly planning the people side of the implementation and ensuring sufficient sponsorship, many great ideas can fall by the wayside.

PCI® Notes

This is where being clear on the imperative to change is as important as the ideas that have been developed – to ensure they happen.

Often the people who have worked in the previous stages will go on to implement the ideas. In fact, they become the local sponsors in their own parts of the organisation.

Having contributed to the solution, they are strongly connected and committed to it and can explain what it means to their colleagues.

PCI® CRITICAL SUCCESS FACTORS (CSFs)

So, the Point C approach to effective innovation already includes approaches that address the PCI® CSFs.

- CSF 1 : Shared Change Purpose – **Clarify** the challenge to make sure you solve the right thing and to gain agreement on the imperative and vision. Involve people to **Create** and **Cultivate** the solution.
- CSF 2 : Effective Change Leadership – **Clarify** initiating sponsorship and use **Create** to develop change agents and key influencers. The **Cultivate** hothouse can build sponsorship at all levels to help **Carry Out** the ideas.
- CSF 3 : Powerful Engagement Processes – all stages of the Point C Innovation Flow are high on involvement and communication. People who participate in the **Create** and **Cultivate** stages also benefit from the intrinsic training and rewards.
- CSF 4 : Committed Local Sponsors – keeping the buzz going into the **Carry Out** stage means that those involved earlier in the flow are naturally able to sponsor ideas in their own areas.
- CSF 5 : Strong Personal Connection – involvement to **Create** and **Cultivate** ideas means that people feel as though they are making a real difference to something that is important to them. Access to senior sponsors means that they can see that things will happen.
- CSF 6 : Sustained Personal Performance – being able to **Clarify** issues and then **Create** and **Cultivate** relevant ideas means that people are working to address their own concerns.

THE BOTTOM LINE

And, of course, it works the other way around too. When looking for tactics to put people at the centre of an implementation, a little creative thinking goes a long way, so why not visit Point C next time you are putting together PCI® plans?

The Author David Goldberg is an experienced changefirst facilitator and an innovation and creativity consultant with the Creativity Cooker www.creativitycooker.com