Module 5: Implement – Bringing Innovation into Reality

Linda A Cyr
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• Communicating Innovative Ideas
• Required Behavior Change
• Stakeholder Analysis
• Individual Preferences for Thinking
• Teams, Social Environments, Climate, Culture
Diffusion of Innovation – Spreading Ideas
Implement | Bringing Innovation into Reality

Diffusion of Innovation – Spreading Ideas
Implementing Ideas | Communicating Required Change

1. **Relative Advantage** – degree to which a product is better than the product it replaces

   *Curiosity before Content; Options before Solutions*

2. **Trialability** – degree to which a product may be tried or experimented with on a limited basis

   *Demonstrate to Communicate*

3. **Observability** – degree to which product usage and impact are visible to others

   *Demonstrate to Communicate*

4. **Simplicity** – degree to which a product is easy to understand and use

   *Psychologically Comfortable and Easy to Adopt*

5. **Compatibility** – degree to which a product is consistent with existing values and experiences

   *Make it Personal; Psychologically Comfortable & Easy to Adopt*

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Inspiring Behavior Change
Elephant
(System 1)
Rider
(System 2)

Intuitive
Analytical
Effortless
Deliberate

Auto-
pilot
Considered

“Hits snooze”
“Sets the alarm”

Emotional/
Psychological
Motivation
Direction

Rational
Analytical
Planner

Provide Direction

Emotional
Instinctive
Automatic

Need to Motivate

https://www.youtube.com/watch?v=X9KP8uiGZTs
To effect and sustain change, must get both going in the same direction:

• **Motivate the Elephant:** Engage the emotional side – passion, recognition, pride, identity, fun

• **Direct the Rider:** Provide crystal-clear guidance – goal, plan, framework

• **Manage Context:** Shape the situation and surrounding environment to allow for change

## Behavior Change | Elephant & Rider Model

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Implementing Ideas | Communicating Required Change

| Curiosity before Content | Options before Solutions | Demonstrate to Communicate | Make it Personal | Psychologically Comfortable and Ease of Use |

Rider and Elephant Focused

Helping the user understand the content in context

What to do…

Elephant Focused

Personal Motivation

Why to do it…
Behavior Change | Large Scale Change

ANALYZE-THINK-CHANGE
Behavior Change | Large Scale Change

SEE-FEEL-CHANGE
Design Principles Apply in Implementation

• To reduce the challenges of behavioral change, implement based on deep empathy and understanding of the user – continuing to deliver functional (rider) and emotional (elephant) benefits.

Relative Advantage

• Identify pain points, personas, design principles and experiment on ideas through prototyping – all help to reduce the challenges of behavioral change during implementation.

Observability, Trialability, Simplicity

• As the innovator, pay particular attention to desirability from the point of view of the user to reduce resistance to behavior change.
Preferences for Thinking
The FourSight Model
Preference for **Assertiveness**

**ASK**
- Likes to explore
- Evaluates risks
- Flexible, patient
- Engages others
- Speculative

**STATE**
- Decisive
- Takes risks
- Bold, fast paced
- Expresses opinions
- Directive

*Sources: Professors G. Puccio and J. Cabra, International Center for Studies in Creativity, Buffalo State College; © Foursight LLC*
Preference for **Thinking**

**DIVERGE**

- Prefers generating options
- Prefers experimenting
- Favors unusual ideas
- Enjoys exploration & synthesis

**CONVERGE**

- Prefers evaluating & selecting options
- Prefers decision making
- Favors critical thinking
- Enjoys analysis

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Four Phases

clarify

ideate

develop

implement

opportunity area

Reframe

insights

observations

problem

no
Teams, Climate, Culture
Creating teams for innovation:

• Diverse – include people from all four quadrants – and from relevant disciplines – for performance and success throughout the process.

• Respect – foster understanding, respect and appreciation among team members

• Fresh – add new members while maintaining critical core

• On task – focus on ideas
Teams | Amabile’s Componential Theory of Creativity

Teams | The Social Environment

A key component, which leaders can nurture or erode.
1. What kinds of behaviors hinder team innovation?

2. Why is it important to overcome these issues?

3. What actions help overcome these challenges and foster team innovation?
Impact of Communications
the three channels of communication

Albert Mehrabian, an American psychologist, concluded from his research that **in situations of mixed messages**, the channels of communication with the highest impact are non-verbals and tones.
A discounts B, B will get revenge from A at some point in the future whether it is in a minute, an hour, a day, a month or even a decade.

It is a subconscious response.

B really doesn’t have control over when it will happen.

We all need to be and remain validated in our interactions in order to participate wholeheartedly.
What if there is discount, but no revenge?

That is the goal!!

When the conversation is about the ideas and does not become about the people, it will be more likely that ideas can be developed more fully with input from many voices.
Social Environment | The Overall Goal

- **mental energy**
  - punishing
  - supportive
  - collaborative

- **climate**

- **task**

- **self**
If climate is good we are more likely to come out with more creative solutions because we’re willing to go further.
Individual Behaviors to Break Unproductive Interactions and Foster Team Cohesiveness

- Assume value (in others’ ideas)
- Assume positive intent (in others’ actions)
- Paraphrase (others’ ideas to confirm understanding)
- Credit, acknowledge, and build (build on ideas)
- “Yes, and…” (rather than “Yes, but…”)

Social Environment | Fostering Team Innovation
Asst16 – Apply the Concept, Due Tuesday at 5:00PM.

Please Bring a Copy of your Concept Poster to class.

Come prepared for a 90-second “share” of your concept. Consider the Message Map as a helpful guide.
END