Challenge the Impossible, Live the Improbable

What really inspires innovation and greatness?

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Inspiration – When the Impossible Can Seem Possible

Being inspired can help us extend our self-limitations and provide us with a new reference point of what is possible. For instance, Roger Bannister was the first man to run a mile in under four minutes; he achieved this at a time when it was generally accepted that the human body was incapable of such a feat.

Within two months, two other runners accomplished this. Since then 1,400 runners have achieved this.

He has not only inspired other athletes to raise their expectations, but helped people in general realize how our beliefs can hold us back or spur us on to success.
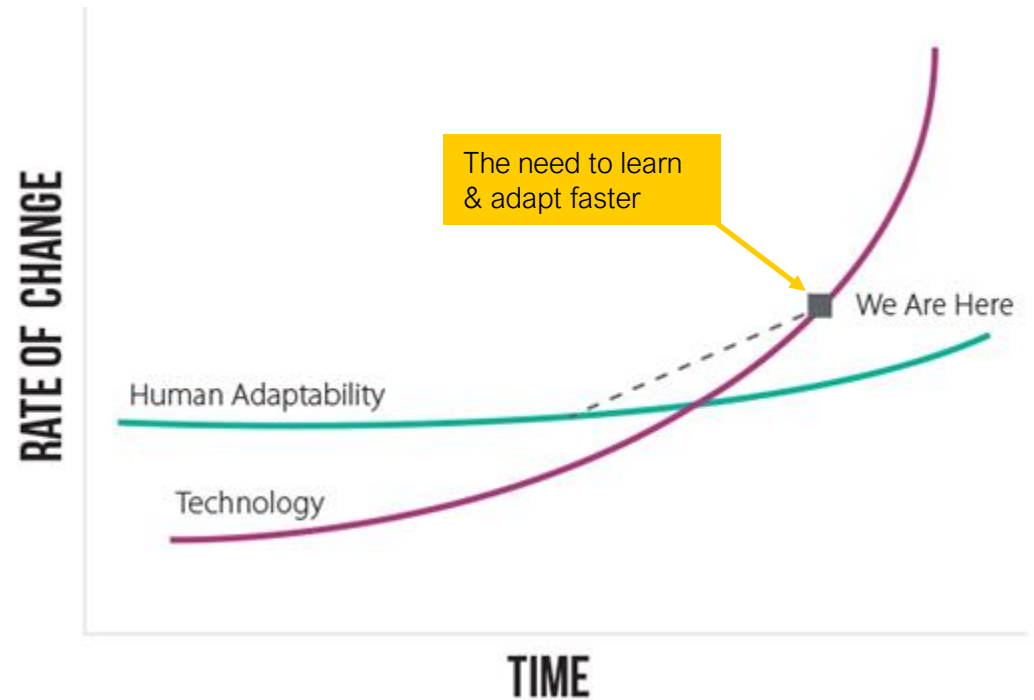
Impossible is not a fact.
It's an opinion.

~ Muhammad Ali

Many businesses and organizations are now facing unprecedented challenges.

Speed of development of technology, and the fast pace of information and open communications can be overwhelming.

RATE OF CHANGE

The need to learn & adapt faster

We Are Here

Human Adaptability

Technology

TIME

Source: Eric Teller's Model In Thomas Friedman's "Thank You for Being Late

Goals for Today

✓ What Really Inspires Innovation

✓ Learning How to Create

✓ Learning to Achieve in Difficult Challenge

It's one of the toughest challenges an executive faces:

How do you get your people to think creatively—to challenge the status quo—while still keeping your everyday operations running smoothly?

To solve problems and identify and fulfill opportunities to create competitive differentiation in a crowded world.

The culture of expectations & accountability we set

Challenge
We form a long-term vision meeting challenges with courage and creativity to realize our dreams.

Kaizen
We improve our business operations continuously, always driving for innovation and evolution.

Genchi Genbutsu
We practice genchi genbutsu…go to the source to find the facts to make correct decisions, build consensus and achieve goals at our best speed.

Mutual trust and respect between work teams and leaders

The work environment & culture we create

Continuous Improvement

Respect for People

Respect
We respect others, make every effort to understand each other, take responsibility and to do our best to build mutual trust.

Teamwork
We stimulate personal and professional growth, share the opportunities of development and maximize individual and team performance.

Communication

What Really Inspires Innovation?

1. Pressure of Time

2. Scarcity of Resources

3. Perspective Shift

LACK OF TIME

Source: David Snowden, Cognitive Edge

What Disables Innovation?

The <u>Belief</u> that it is impossible because:

1. We don't have enough time

2. We don't have enough resources

3. It has never been done before

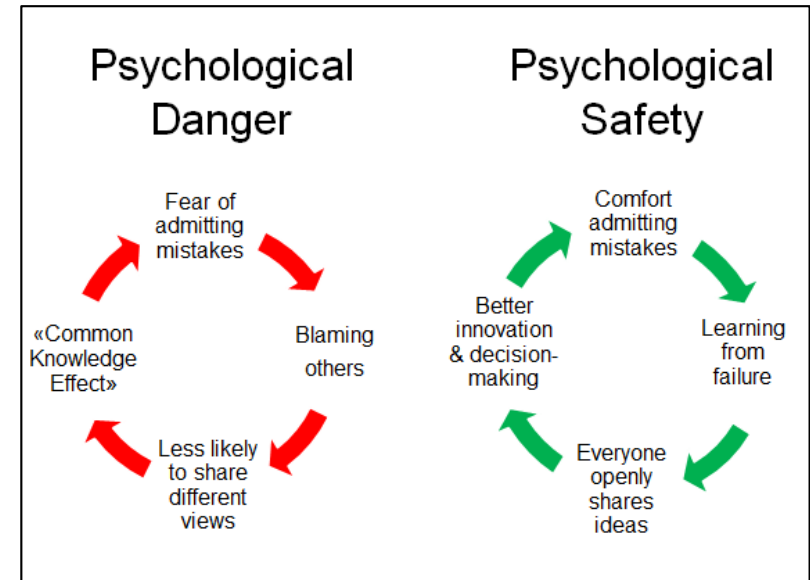4. Lack of organizational safety to make a mistake (FEAR)

LACK OF TIME

Source: David Snowden, Cognitive Edge

Fear & Psychological Safety

- Fear of failure, making a mistake

- Fear of looking unintelligent

- Fear of not knowing or understanding

- Fear of stepping on toes or being seen as imposing

Psychological Danger

- Fear of admitting mistakes
- Blaming others
- Less likely to share different views
- «Common Knowledge Effect»

Psychological Safety

- Comfort admitting mistakes
- Learning from failure
- Everyone openly shares ideas
- Better innovation & decision-making

Source: Amy Edmondson, Harvard University

Finding the Learning Zone

- The importance of a state of challenge & opportunity

- Expect experiential learning, find opportunities to practice

- Acknowledgement that mistakes and errors will happen…and that's not only OK – but necessary for learning.

- Create a culture of psychological safety in the organization

Accountability for Meeting Demanding Goals

	LOW	HIGH
HIGH (Psychological Safety)	**Comfort Zone** Team members really enjoy working with each other, however are not particularly challenged. Nor do they work very hard. Workflow tends to be task oriented and expectations to improve and grow are low and they are not that focused on the organizational results of their work.	**Learning Zone** Team members are highly engaged, and focused on fulfilling challenging work and realizing their growth potential. Expectations are high, for improvement and high performance outcomes. There is excitement about challenge and problems are seen as exciting opportunities. When mistakes are made, there is deep reflection and experiential learning.
LOW (Psychological Safety)	**Apathy Zone** Team members tend to be apathetic and spend their time jockeying for position. Workflow can tend to be very bureaucratic, and task specific, with no motivation beyond getting the minimum done and looking good to their bosses. A perception that success is making no mistakes, and demands on work performance are low	**Anxiety Zone** Team members feel high levels of challenge, however are overwhelmed due to fear of making mistakes, sharing ideas, trying new things or even asking for help – even though they know that great work requires all these. They see problems as negative situations and typically can take a victim orientation, where problems are beyond their capacity and blamed on someone else.

Psychological Safety

Source: Amy Edmondson, Harvard University

Growth mindset

Embraces challenges

Accepts criticism and negative feedback as constructive

Equates reward with effort

Persists in the face of setbacks

Never gives up

Learns from failure

"Talent is developed"

"What more can I do?"

Fixed mindset

Avoids challenges

Rejects criticism and is hurt by negative feedback

Expects reward without effort

Lets setbacks derail them

Gives up easily

To fail once is to fail completely

"I'm no good at this"

"Why should I bother?"

Finding Your Way to the Learning Zone

Source: Carol Dweck, Stanford University

The Importance of the Leadership Mind

Creator

Empowered Leadership Energy

Opportunity Focused
Passion Based

Disabled Leadership Energy

Victim

Problem Focused
Fear/Anxiety Based

The Importance of the Leadership Mind

Creator

Empowered Leadership Energy

Opportunity Focused

Choice

To Creator

To Be a Victim

Disabled Leadership Energy
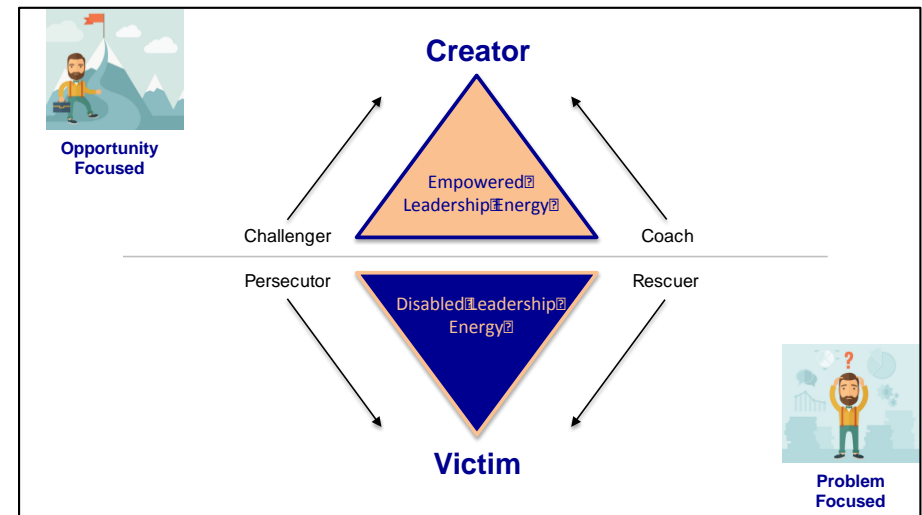
Problem Focused

Victim
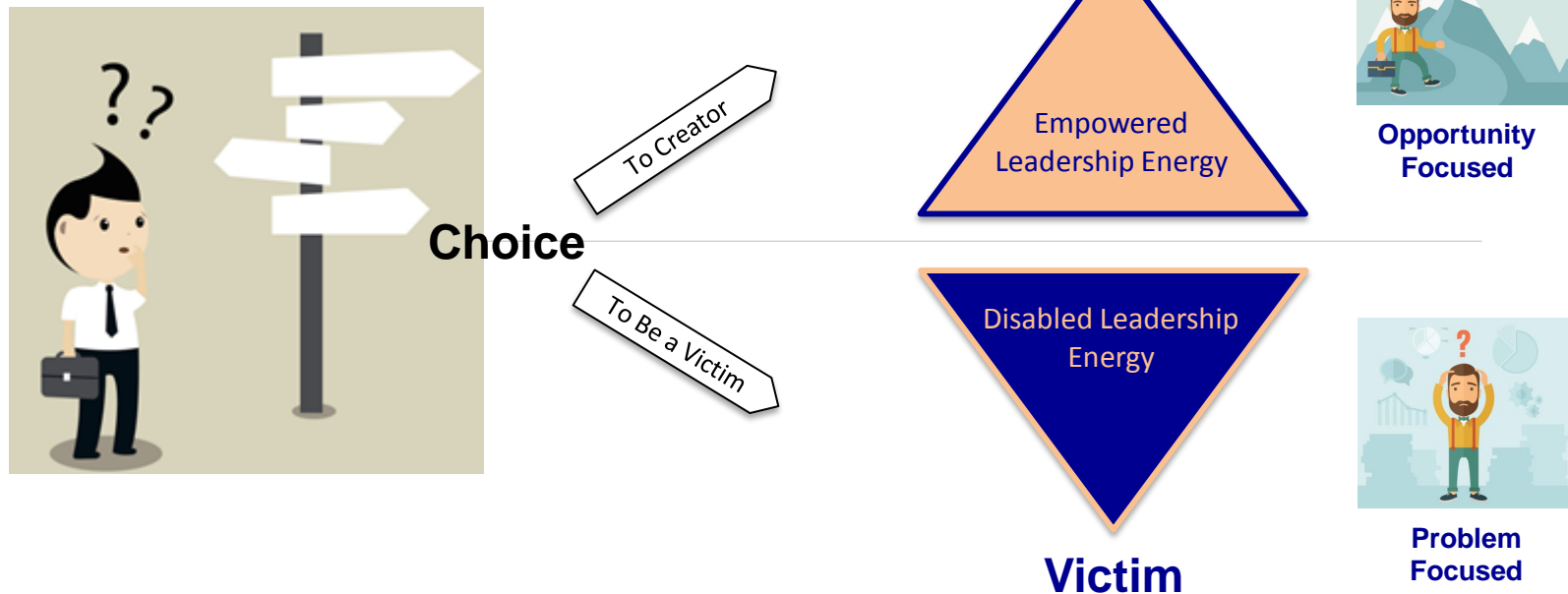
View of the Outside World
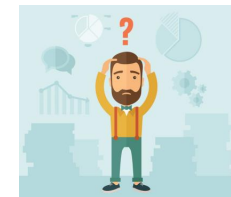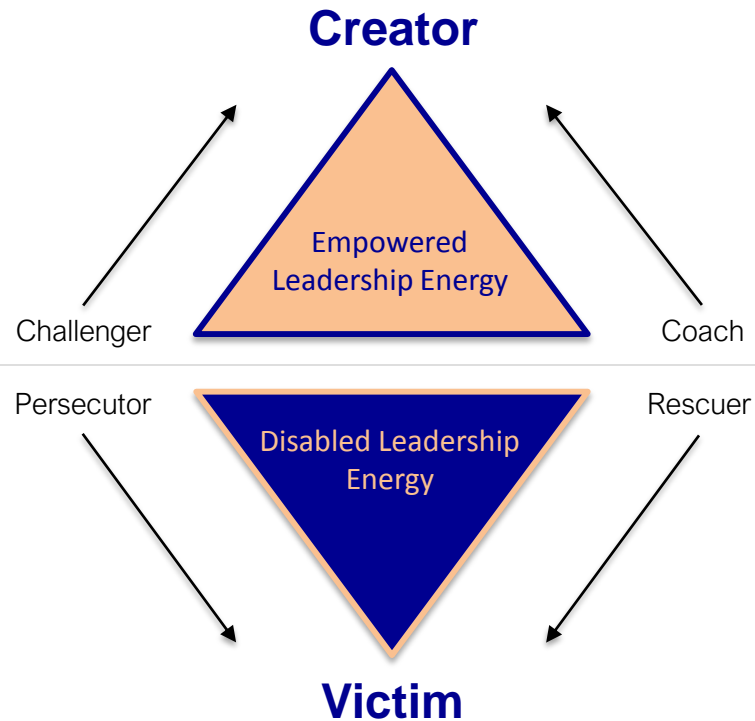
Source: David Emerald (TED); and Karpman Drama Trianglec

The Importance of Your Mindset

- Growth oriented mindset that enables you to positively see challenge

- See others as positive challengers vs. persecutors

- Seek out coach's instead of a rescuer in your persecution

- Avoid the temptation of being the victim

Challenge

Significant growth in new product line.

To achieve necessary capacity and cost, labour productivity needs to improve from:

- 125 lbs/hr flow rate baseline
- To 170 lbs/hr flow rate (intermediate term)
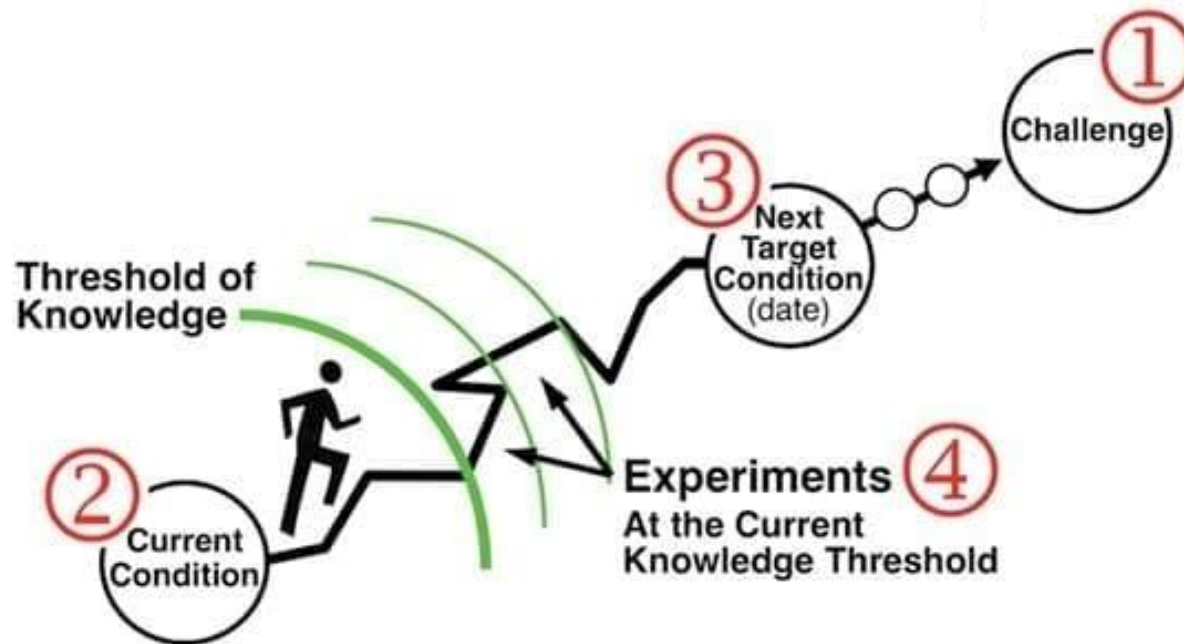- To 200 lbs/hr flow rate (on full production)

Leader that was challenged with psychological safety, and earlier experiences from learning and growth.

New Operating Team Members

The Rother Kata Approach


Source: Mike Rother, Toyota Kata

The Story

Initial response was negative, riddled with fear within the leader and the team. Results declined.

Clarity and safety created. A change of leadership focus.

A study on beliefs, possible and impossible – training on Toyota Kata, experimentation and ideas.

Engagement of the team, once the leader believed and accepted the safety and trust from his leaders

AM Flow Rate
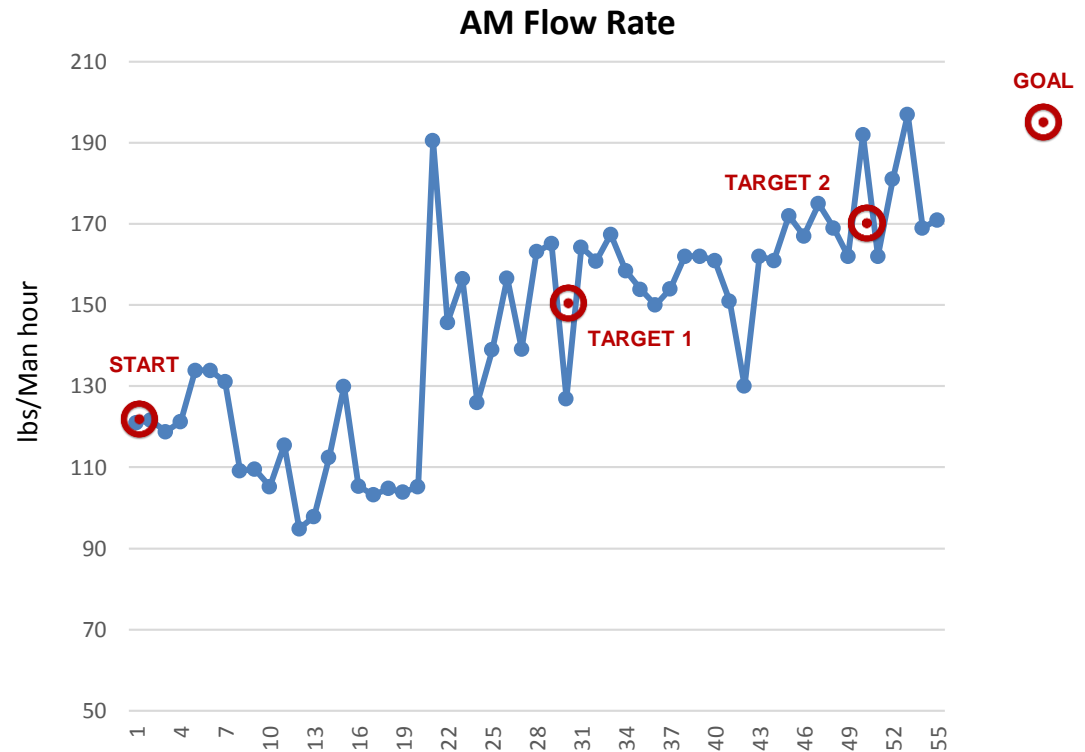
The Steps Taken

Engage with the front line leader. Address his fears, beliefs and the necessity for improvement. He could not see how, he was a victim.

Front line leader communicates his beliefs, the necessity for improvement and the interim targets. He convinces the team it is possible…because he is convinced.

The team creates trials and experiment and ideas for improvement. They create a Kata Improvement team. The created feedback and reflection routines.

They address fears and concerns – by the leader. He created safety within the team.

The pressure of time was created, and an understanding of the constraints.

Everyone's perspective on the problem had changed. They could all see the impossible.

AM Flow Rate
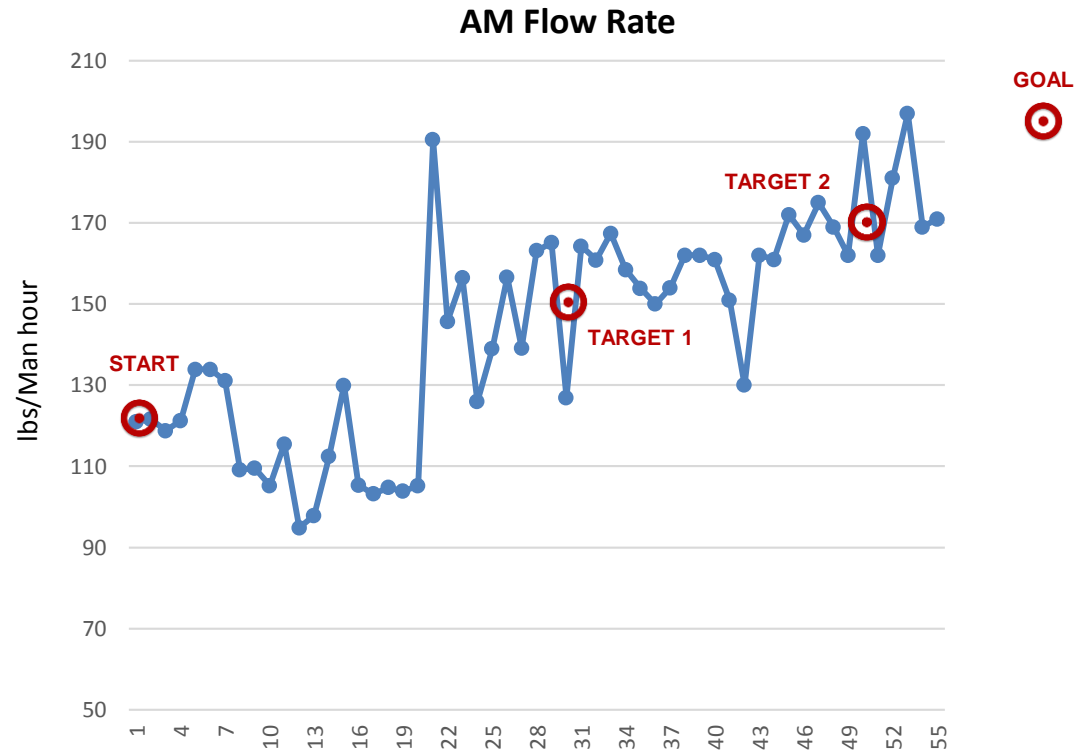
Building a Culture of Innovation

- Hire and attract innovative minded people (positive, growth minded)

- Foster an environment that enables their creator and curious minds

  - Experimenting is the norm

  - Trying is the first instinct

  - Acceptable failures. Learning from them

  - Leave your ego at the door

  - Fight negativity

- A clear, compelling & other's focused mission & vision – provide meaning

- Innovation needs to be client centred

- Expect innovation

The "I's" in Innovation

"I" (I mean you)

- Begins with my mindset and my beliefs
- I can be a positive influence on others
- Creator vs. victim
- Positive problem-solving approach – every problem is an opportunity

Inspire

- Aim for inspired team members – "beyond engagement"
- Establish an emotional connection with the opportunity challenge in front of you
- Be open, vulnerable with the ability to connect with others
- The inspired person becomes driven intrinsically by the work itself. The work takes hold of the person

Inform

- Take action on your inspirations
- Inform others and start to collaborate
- Clearly identify and communicate the goals and challenges
- Set clear direction, and create alignment amongst your teams

Influence

- Inspire & influence others learn to believe what you believe
- Gain evidence & proof within your organization – where the impossible has been made possible

What are the traits that inspire?

Bain research identified 33 distinguishing characteristics

Stress tolerance

Self-regard

Emotional self-awareness

Flexibility

Humility

Expressiveness

Listening

Development

Emotional expression

Independence

Self-actualization

Optimism

Vitality

Commonality

Assertiveness

Empathy

DEVELOPING INNER RESOURCES

CONNECTING WITH OTHERS

CENTEREDNESS

SETTING THE TONE

LEADING THE TEAM

Worldview

Shared ambition

Follow through

Responsibility

Vision

Direction

Co-creation

Sponsorship

Openness

Unselfishness

Recognition

Balance

Focus

Empowerment

Servanthood

Harmony

Bain & Company

Final Thoughts

Inspiration is a key input to success & achievement

Do: Learn to inspire others

Impossible is only a belief, and it creates self limits.

DO: Pursue what has not yet been achieved. Eliminate the word impossible from your thoughts and mind. You can only achieve what you believe you can.

The World is changing at a rapid pace & needs creative innovators

DO: Shift your mindset and capacity to grow and be a creator. Develop a new perspective on time & resources.

Fear is the most significant disabler of creativity and innovation

DO: Create a culture of safety & learning – see errors and mistakes as a gift, without judgment or blame. Especially in others.

Learning & growth come from accepting big challenges and opportunities (not avoiding them)

DO: Seek to stay in the learning zone through developing a growth mindset. Choose to be a creator not a victim

There are 4 necessary I's to lead innovation & creativity

DO: Be an inspiration and an influence on others with your energy. Live a life of possibility.

The person who says they can, and the person who says they cannot are both correct.

~ Confucius

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