INNOVATION – IT'S IGNATIAN!

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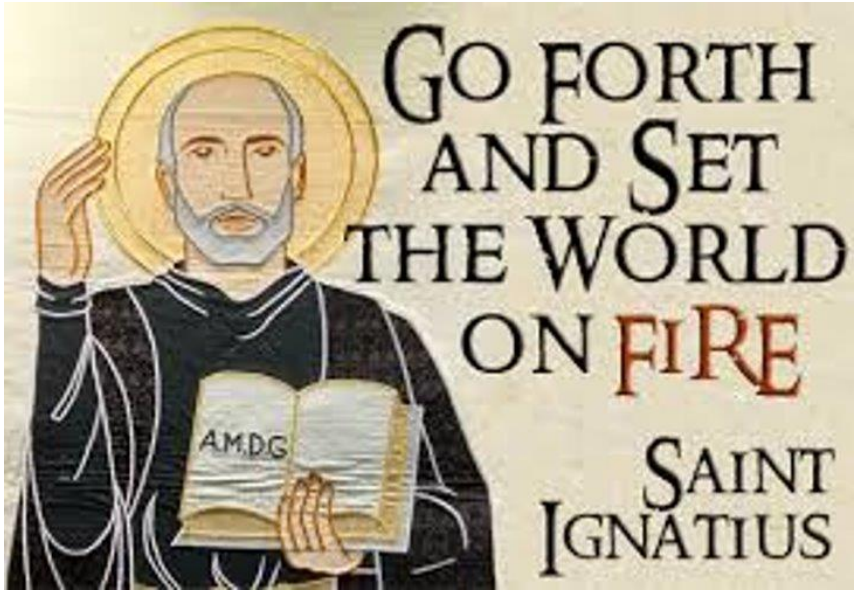
A heritage of developing innovation leaders



Marquette graduates will be problem-solvers and agents for change in a complex world… ready in every way to **‘go forth and set the world on fire.’**

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E-LEAD

EXCELLENCE IN LEADERSHIP

A PEOPLE-FOCUSED INNOVATION LEADERSHIP DEVELOPMENT PROGRAM

Undergraduate Engineering Students → **All Undergraduate Students** → **Corporate Offering** → **Graduate Certificate (Early Career Professional)**

Three-year curricular program
2014 - Present

Modular
Fall 2019-Present

Fall 2020

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What is innovation?

How does it differ from creativity?

Write down your responses.

What is innovation?

"The effort to create purposeful, focused change in an enterprise's economic or social potential."

Peter Drucker

"Creating something new that adds value."

Center for Creative Leadership

Adapted From The Innovator's DNA Training Tools. Dyer, J., Gregersen, H. B., & Christensen, C. M. (2011). The innovator's DNA: mastering the five skills of disruptive innovators. Boston, MA: Harvard Business Press.

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Innovation – Not Invention

INVENTION

Something new—something that's never been seen or done before.

VS.

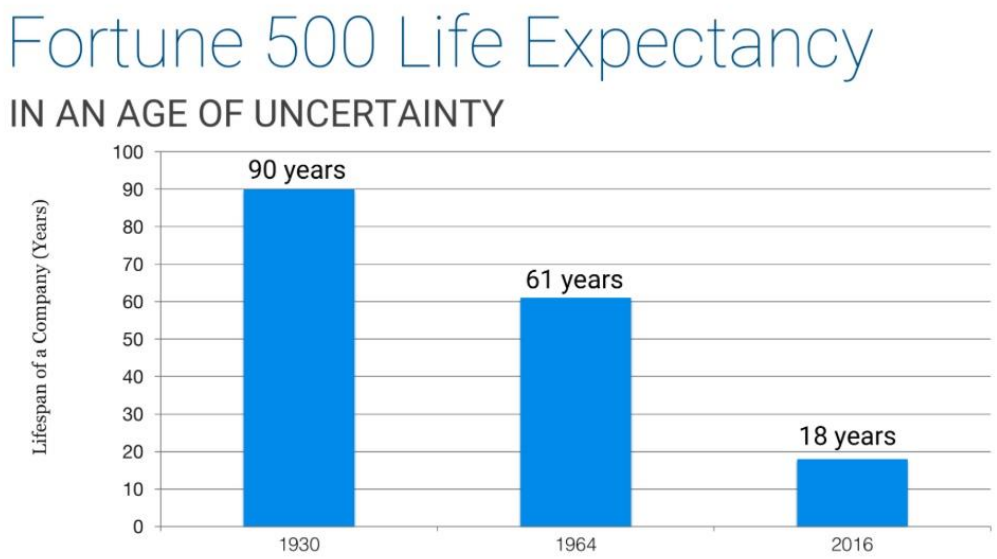
INNOVATION

Something new that creates enormous value by addressing an important problem (especially disruptive innovation).

"Inventions are rather common and can often collect dust, while innovations change the world. Why is this distinction important to make? Because inventing something is relatively easy compared to what it takes to solve a problem and create real value."

Chuck Swoboda, Eng '89
Marquette University Innovator-in-Residence | Retired CEO, Cree, Inc.
Host: Innovators on Tap | Author: The Innovator's Spirit (May 2020)

Why Should We Care About Innovation?



Rise of the Start Ups: 2015
50 million new businesses formed globally

137,000 per day

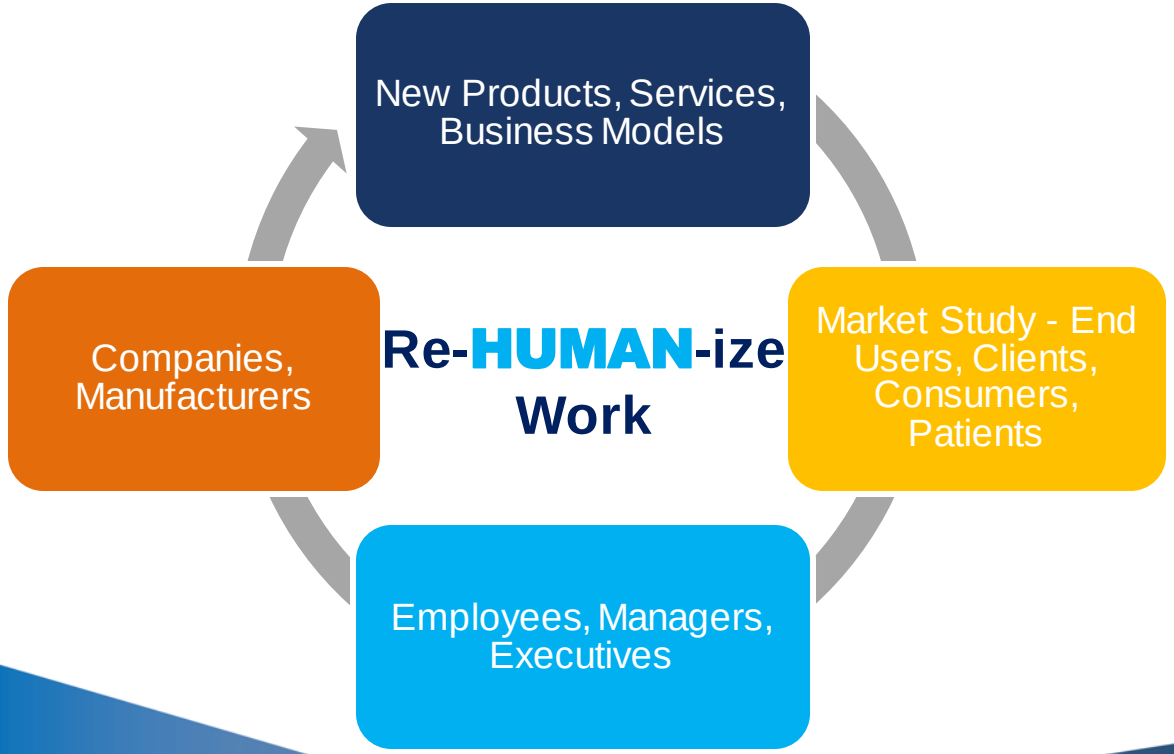
Consider the last 5 years.

What **innovations** have changed how you live, work, conduct business, shop, consume information, learn, etc.?

What does it take to **lead innovation**?

INNOVATION
STARTS...
AND ENDS...
WITH
PEOPLE

Leading Innovation: A People-Centric Endeavor



REAL PEOPLE
SOLVING REAL PROBLEMS
FOR REAL PEOPLE

REAL PEOPLE
LEADING ORGANIZATIONS
FILLED WITH REAL PEOPLE

PEOPLE EITHER
SUPPORT OR HINDER
INNOVATION

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Leading Innovation: The Mindset Barriers

Management > Leadership

Lack of courage

Focus on perfection

Lack of diverse experience & thought

Culture and the status quo bias

A Tension of Values

MANAGEMENT VALUES

- Risk Management
- Predictable
- Do what works
- Use best practices
- Accountable to do my job
- Process-driven decisions
- Short-term value

INNOVATION (LEADERSHIP) VALUES

- Risk Taking
- Unexpected
- Try something new
- Find a better way
- Accountable for the goal
- People-driven decisions
- Long-term value

Consider the roles *management training*, *organizational design, reward structures, and performance management* play in this tension.

What it takes to lead innovation

- Curiosity that seeks change
- Diverse networks that fuel diversity of ideas
- Courage to…
  - …share your ideas
  - …change the status quo
  - …face adversity
- Commitment to an innovation culture

INDIVIDUALLY & COLLECTIVELY

Curiosity That Seeks Change

Discovery skills of great innovators: IQ + EQ + DQ

[illegible] and ideas about new ways of doing things.

Dyer, J., Gregersen, H. B., & Christensen, C. M. (2011). The innovator's DNA: mastering the five skills of disruptive innovators. Boston, MA: Harvard Business Press.

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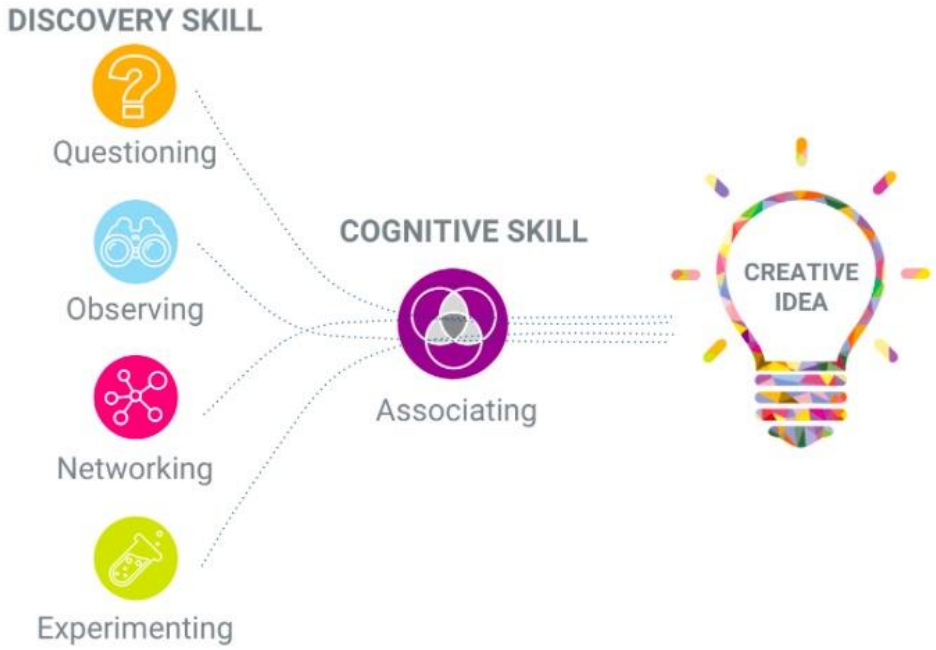
Curiosity That Seeks Change



Discovery skills of great innovators

Dyer, J., Gregersen, H. B., & Christensen, C. M. (2011). The innovator's DNA: mastering the five skills of disruptive innovators. Boston, MA: Harvard Business Press.

Your Idea Network

You have a new idea you are excited about. Who would you call to discuss the idea (your sounding boards)?

In 60 seconds, list your top 10+ people you go to for critical feedback about new ideas.

Top 10 Go-To People	
1.	6.
2.	7.
3.	8.
4.	9.
5.	10.

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Adapted From The Innovator's DNA Training Tools.
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Your Idea Network

Top 10 Go-To People	Like Me	Not Like Me
1.	✓	
2.		✓
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Like Me? Not Like Me?

Profession or Education
Organization function
Organization
Industry
Gender
Age
Nationality
Ethnic group
Political group
Religious group
Socio-economic group

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Your Idea Network

Top 10 Go-To People	Like Me	Not Like Me
1.	✓	
2.		✓

Raise Your Hand If…

Using this Zoom feature, please respond to the questions we ask about your idea network.

Ensure you have the “participants” window pulled up on the right side of your screen. If you don’t see it, click on “participants” in the toolbar on the bottom of your screen. “Raise Your Hand” should be a button in the bottom left corner.

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A Diverse Network That Fuels Diversity of Ideas

Changing the Face of Innovation

The people we interact with shape our life and world view. They also shape our “work view”.

If we only interact with people like us, we have a limited set of perspectives to draw on to evaluate the status quo and the potential for new ideas.

Courage

Merriam-Webster Dictionary

cour·age

: mental or moral strength to venture, persevere, and withstand danger, fear, or difficulty

Courage To…

…Share your ideas

Pursue passion tempered with indifference

…Change the status quo

Overcome the status quo bias

…Face adversity and risk failure

Take risks and demonstrate resilience

**** A note about perfectionism***

Reflections On Your Courage To…

Share your Ideas | Change the Status Quo | Face Adversity and Risk Failure

YOUR POLL RESPONSES

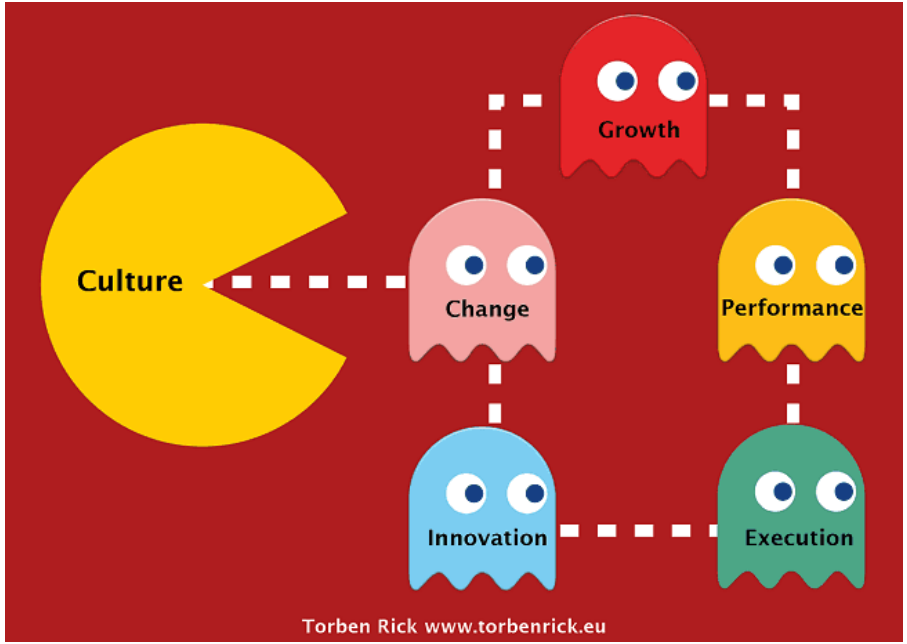
What prevents you from inviting input from others about an idea or a solution?

What is your relationship with the status quo?

When do you avoid risk?

How do you react to failure?

Commitment to An Innovation Culture



Culture Eats Innovation (et al) for Breakfast

Commitment to An Innovation Culture

People are…

- Engaged in the vision and strategy
- Comfortable being uncomfortable
- Candor and ideological conflict are frequent
- Are unafraid of failure, yet unwilling to fail

Making Connections

An Exercise In Associational Thinking

IGNATIAN PERSPECTIVE

- *Magis*
- The mission and location mission of Jesuit schools
- Indifference and disordered attachments
- Cura Personalis
- Leading With Greater Love Than Fear

LEADING INNOVATION

- Curiosity That Seeks Change
- Diverse Networks That Fuel Diversity of Ideas
- Courage to…
  - Share your ideas (indifferent passion)
  - Change the status quo
  - Face adversity
- Commitment to An Innovation Culture

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Some concepts excerpted from: Lowney, C. (2003). *Heroic leadership: Best practices from a 450-year-old company that changed the world*. Chicago: Loyola Press.

A Gratitude Moment…

Thank you for inspiring me to innovate! Thanks to you, I have …

QUESTIONS?

Reflections On Your Courage To…

Share your Ideas | Change the Status Quo | Face Adversity and Risk Failure

- What are you passionate about?
- Under what conditions do you share your ideas and let others make them better?
- What prevents you from inviting input from others?
- When do you take calculated risks?
- When do you avoid risk?
- How do you respond when people challenge your ideas?
- How do you react to failure?
- What is your relationship with perfection?