INNOVATION 101
2019 NRCNA TRAINING SERIES
Welcome & Introductions
PART 1:
VIRTUAL SESSION: INNOVATION 101
JULY 23, 2019

PART 2:
INTENSIVE WORKSHOP: PRACTICAL APPLICATIONS IN CREATIVE IDEATION
AUGUST 26, 2019

PART 3:
VIRTUAL SESSION – LAUNCHING YOUR INNOVATION JOURNEY
OCTOBER 2, 2019
Innovation 101 Webinar

With Gregg Fraley
Part 1 of 3 total sessions
July 23, 2019
INNOVATION 101 WEBINAR, PART 1 OF 3

Homework and Pre-Reading Assignment

- Five Dimensional Curiosity Scale
- Asking your team/staff about views on innovation
- Doblin’s 10 Types of innovation video
- Three article from Gregg Fraley
  - “Projects Are How Innovation Happens”
  - “Brown Bag Innovation”
  - “Basic Innovation Messaging to Operational Employees”
Today’s Session

- Welcome and thank you
- Have a paper/pencil laptop handy to jot notes
- We’ll be doing an exercise that requires you write
- Slides are available through the NRCNA team
- I’m a resource to you via email, greggfraley@gmail.com

- The Big Picture of Today’s session:
  - Why & How of Innovation
  - Start on an Innovation Process,
    - which continues at Conf, then post-conference
Mindset (personal)

It all starts with your attitude(s)

- Curiosity
- Open mindedness
- Problem solving orientation
- Collaborative (YES + AND)
- Persistence
- Learn from failure
- Enrolling others in projects
Polling Question “A”

• What's your sense of "innovation readiness" at your organization, and this includes you?
  – 5. Ready, willing, able, enthusiastic
  – 4. General interest, but questions and minor issues
  – 3. Somewhat interested, some negativity and/or cynicism
  – 2. Not interested, for whatever reason, resistant
  – 1. Negative and cynical about the concept of innovation
Why Innovation?

- Remember Kodak? Radio Shack? Blockbuster?
- “Innovate or Die” is not just a cliché/phrase
- Innovation can be intimidating, scary, and complex
- The companies listed tried to innovate
  - Survival required more risk
- 30% of Non-Profits lost money over last 3 years
- There are many methods, frameworks, theories, and the discussion of environment, and culture...
- And yet it can be as simple as... *Projects*
Why Don’t Organizations Innovate?

• Because people don’t like to change, and like to avoid risk
  • If things are humming along, why change?
  • The larger the organization, the more focused it is on operations, which is entirely different from innovation

• The desire, the motivation, tends to happen when there is an Emergency
What Is Innovation?

- Implemented Creativity
- Creativity is “Novelty that’s Useful”
- Big “I” and Little “i”
- Doblin’s Ten Types
Figure 5. Ten Types of Innovation®

**NETWORK**
Connections with others to create value

**PROCESS**
Signature of superior methods for doing your work

**PRODUCT SYSTEM**
Complementary products and services

**CHANNEL**
How your offerings are delivered to customers and users

**CUSTOMER ENGAGEMENT**
Distinctive interactions you foster

**CONFIGURATION**

- **PROFIT MODEL**
The way in which you make money

- **STRUCTURE**
Alignment of your talent assets

- **PRODUCT PERFORMANCE**
Distinguishing features and functionality

**OFFERING**

- **SERVICE**
Support and enhancements that surround your offerings

- **BRAND**
Representation of your offerings and business

**EXPERIENCE**


Graphic: Doblin.com/TenTypes
INNOVATION 101 WEBINAR, PART 1 OF 3

Lens on Organizational Creativity

- Culture
- Mindset
- Communications
  - Requires decisions about what you’ll commit to doing
INNOVATION 101 WEBINAR, PART 1 OF 3

Innovation Process

• Culture change only happens one way: Projects

• How to manage innovation project

• 7 Step Process adapted from “CPS” (aka Osborn-Parnes Creative Problem Solving)*

  • For more on CPS, see CPS Resources Sheet
Visioning, What Possible Projects?

• Get out your pen/paper or use your computer

• Without judging yourself…

• Start making a list of possible projects for innovation

Visioning, Project Selection

• Who’s your Wisdom Hero?
• Write that name down
• Imagine that person
  o Key Characteristics, etc
• Now, make a selection
Problem Frames (are actually Questions)

• Format: How Might We Learn Problem Framing?

• How Might We…+ Verb + Action
  • create, build, fix, eliminate (some verb)
  • …Recruit more volunteers?
  • …Double our donations?
  • ... Serve more people?
Create Your First Point Problem Frame Now

• How Might We…+ Verb + Action

• Tips:
  
  • Not too focused, not too general

  • Avoid building in criteria or guardrails

  • For Example:

    – How Might We improve morale in our staff and volunteers, without upsetting old timers or chronic complainers or blowing the budget on training?

Feel free to share your problem frames in the chat box!
What Might Be Happening

• Getting a fresh perspective on a problem you’ve been thinking about can be difficult

• Don’t ever settle for the first one, make a list of at least 10 other ways to frame the problem. Take time and work this list.

• Brainstorming ideas to answer this question comes next, and, the key to successful idea generation is... A good problem frame!

• Return to your "wise hero" and imagine what they would say

• When you’ve diverged and had an “aha” you’re then probably ready to pick one
INNOVATION 101 WEBINAR, PART 1 OF 3

Challenge Mapping (advanced tool)

**Challenge Map**

- **WHY?**
  - How might we insulate ourself from industry downturns?
  - How might we provide for future generations?
  - How might we stabilize the community?
  - How might we diversify?
  - How might we preserve the family business?
  - How might we save jobs of our staff?
  - How might we grow to 75 M?
  - How might we do more effective selling?
  - How might we resolve power shortage?
  - How might we get into consumer products?
  - How might we hire a new market director?
  - How might we create an expanded sales team?
  - How might we fund plant re-engineering?

**WHAT ELSE?**

**WHAT’S STOPPING YOU?**

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The Basics of Challenge Mapping

- Start with your starting frame in the center, use Post-It's or a white board.

- You create new problem frames by asking yourself two types of questions:
  - *Why?*
  - *What’s Stopping You?*

- Why tends to unveil deeper reasons around a challenge, so, listen to your answer, then make it a question.

- What’s Stopping you unveils tactical reasons around your challenge. Again, listen to your answer.
Before Dallas...

• Re-examine the wish/vision/project list

• Settle on one you want to work on between now and Dallas, and at the session in Dallas

• Before you get to Dallas, do a Challenge Map, or, at least just list Problem Frames around your selected project. Optionally, get your team involved and have them help you create a nice long list of Problem Frames.

• Get a sense of which Problem Frame strikes you intuitively as the right one to spend time jamming ideas for

• In Dallas, we’ll focus on idea generation after a review
Polling Question “B”

Now that you know a bit more about the why and how of innovation, how do you feel about your readiness to get a program started?

5. Enthusiastic
4. Interested
3. Somewhat interested, but need to learn more first
2. Not interested, think it's not for us at this time
1. Won't attempt to develop an innovation program
INNOVATION 101 WEBINAR, PART 1 OF 3

Q & A
KEEP THE CONVERSATION GOING

- Join the Innovations 101 team online via NRCNAengage!

- **Why?**
  - Exclusive content
  - Connect with your peers
  - Swap insights and ideas
  - Stay inspired!
KEY RESOURCES

LITERATURE REVIEW

Read it now at www.futureofcongregate.com

Reshaping the future of Nutrition & Healthy Aging
KEY RESOURCES

NRCNA ISSUE BRIEFS

✓ Maximizing commercial kitchens
✓ Sustainability and revenue generation

• Available at: www.nutritionandaging.org/briefs
UPCOMING EVENT

Nourishing Seniors Through Medically Tailored Meals

• **What:** Online Webcast and In-person Convening

• **When:** Thursday August 8, 2019

• **Where:** Crystal City, Virginia

• **To Register:** [Click here](#)
SEE YOU IN DALLAS!
MONDAY AUGUST 26, 2019

Virtual & InPerson Training Series

IMAGINING AN INNOVATIVE AND SUSTAINABLE FUTURE THROUGH CREATIVE THINKING

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