

# Unit 3 – Innovative processes are good, innovative people are better

## PCN LEADERSHIP DEVELOPMENT PROGRAMME



# The difference between a problem-solving team and an innovation team

- ❁ A problem solving team seeks to address operational issues and service problems using a common framework embedded in the organisation
- ❁ An innovation team is a group of people brought together to explore the potential of doing something in a new way.
- ❁ Diversity and difference powers up innovation teams.
- ❁ Innovation teams differ from problem solving teams in that the innovation team might not have a responsibility for implementation.



# Innovation Leadership Tendencies

Discipline  
(Consciously  
working  
within a  
discipline)

**Stabilisers** manage their work systematically, focusing on improving the performance of processes by reducing unwanted variation. They like making things predictable and consistent. They tend to focus on the familiar and the 'here and now' – inheriting and reinforcing existing business formulas, avoiding ambiguity and uncertainty.

**Navigators** operate within the world of the big picture and strategic decision-making. Navigators are at home in a world that is in continual flux and flow. Navigators understand the nature of continuous innovation and the dangers of obsolescence.

**Creators** develop ideas that create instability within organizations and markets. They create new ideas but as soon as their idea becomes a stable prototype, they lose interest and want to move on to the next idea. The Creator's reference point lies in the future – the 'what might be' ideas.

**Translators** bridge the gap between Creators and Stabilisers, acting as the intermediary or glue between the two. Translators help Creators to stabilize their prototype ideas, then to package their prototype to sell to the Stabilisers, who in turn develop the workable versions and necessary delivery systems.

**Contextual Awareness**  
(Interpretive behaviour  
within an evolving  
fluctuating market)

Based on © 2010 Professor Victor Newman - E: [knowledgeworks@aol.com](mailto:knowledgeworks@aol.com)  
From: "The Innovator's Got To Do It: The Art of Innovation Leadership"



## Innovation Team Roles

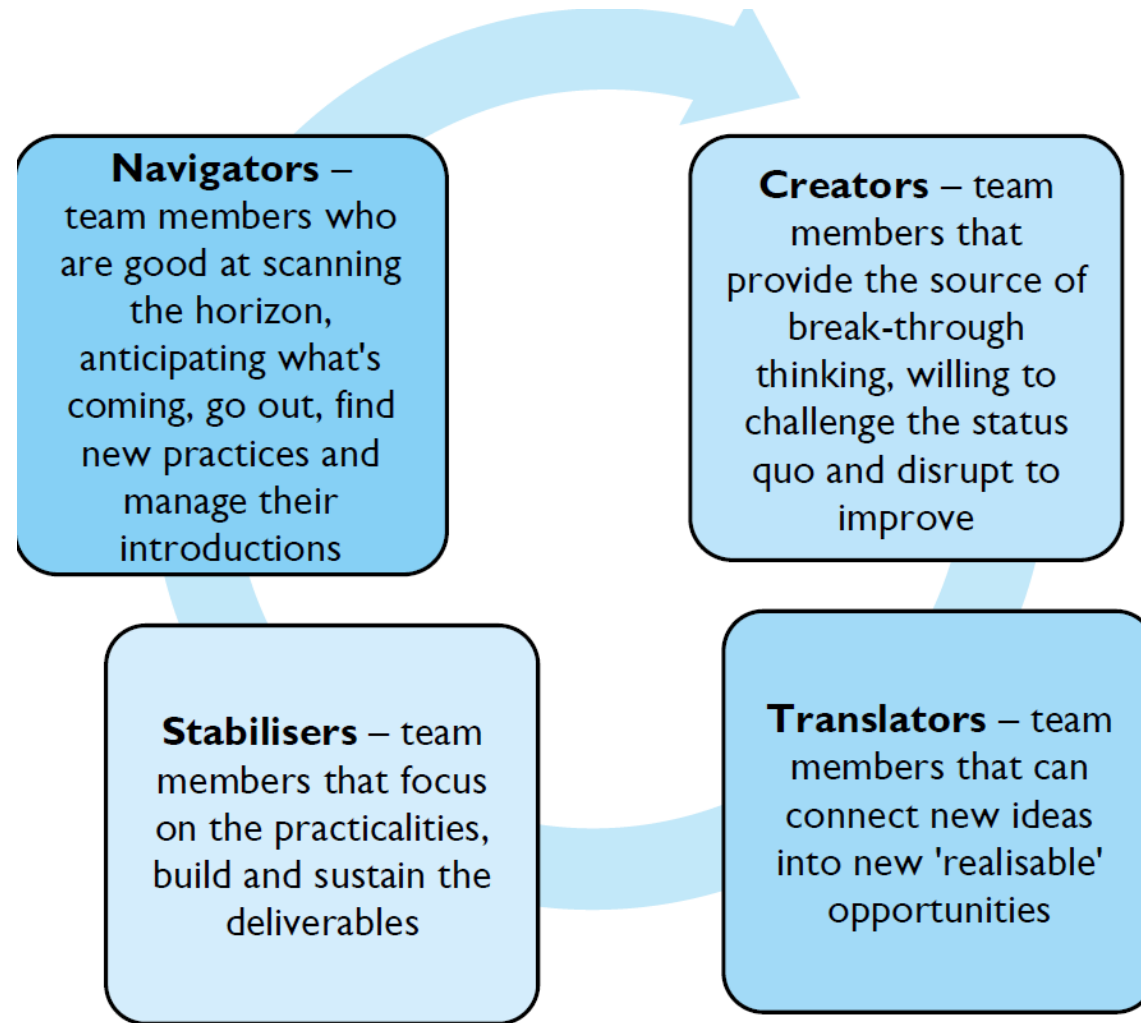
Source: Tool CLW5.01 – Are you leading a balanced innovation team?

## Self-Activity 7: Do you have a balanced innovation team?

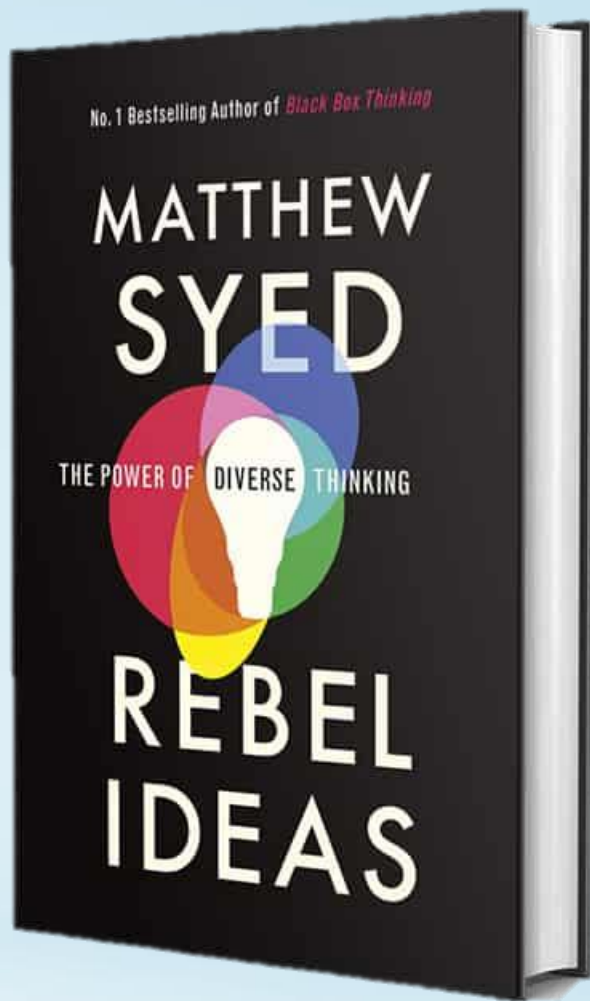
*Familiarize yourself with Tool CLW5.01.*

*In your workbook assess the balance of innovation roles in the PCN team you are leading and/or are part of.*

*Do you have a balanced innovation team? What roles are missing and what do we need to do to balance it?*

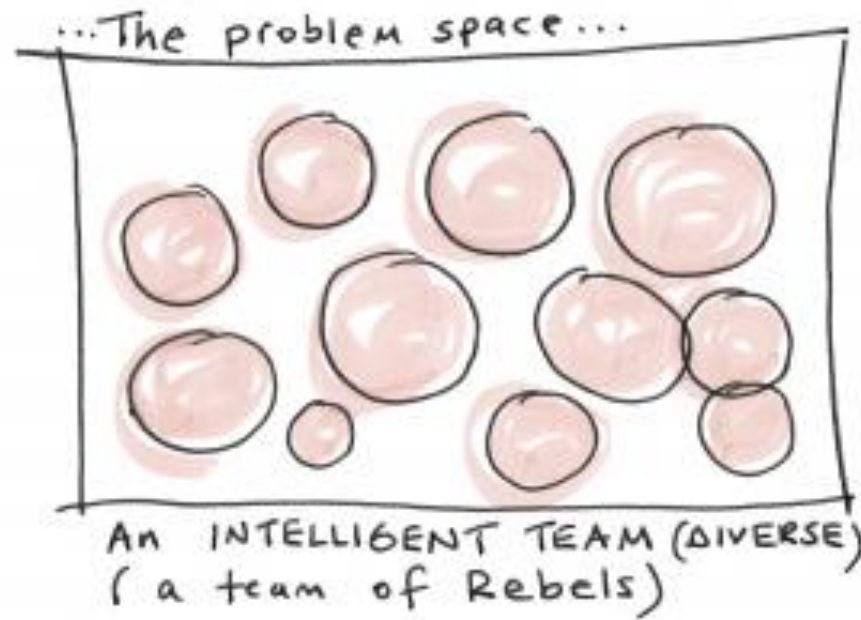
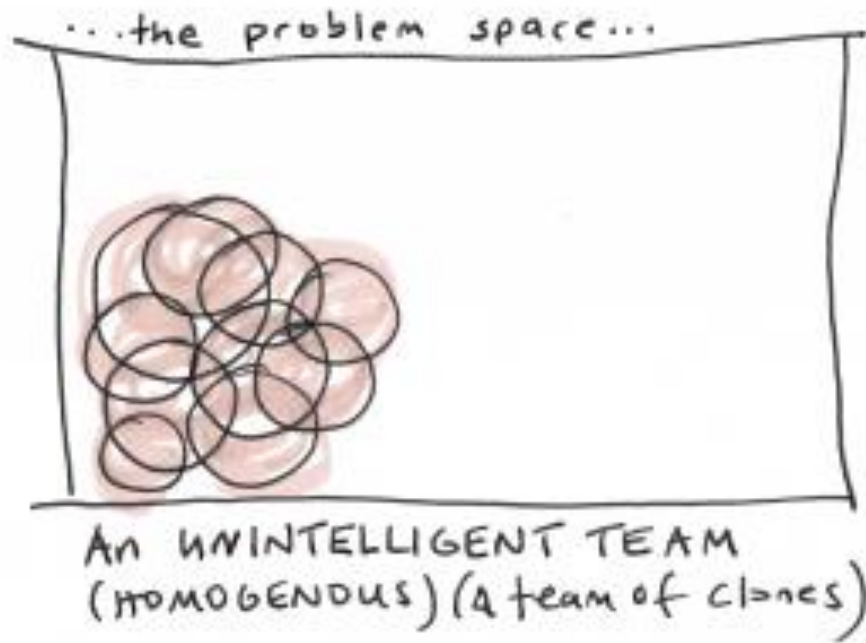
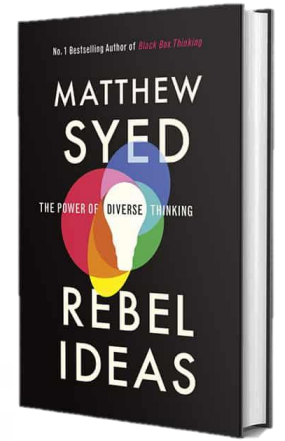


 Source: Tool CLW5.01

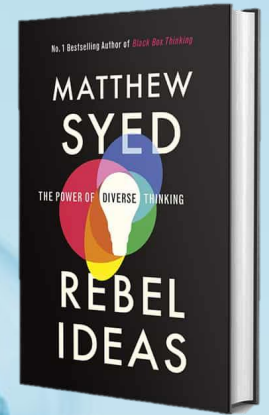


## Why diversity powers up innovation

# Clones v Rebels



- Working with people that are the same as us weakens our potential for success: **Collective Blindness**
- Dealing with difficult problems needs more than intelligence and skill, it needs diversity too
- **Great mind v great minds:** The wisdom of the crowds + cognitive diversity
- Hierarchical structures are a threat to cognitive diversity since they don't allow non-leaders to voice their opinions. Need safe spaces: Psychological safety



- To be innovative, diverse teams need to consist of people who are diverse within themselves: **Outsider mindset and recombinant innovation**
- For us to foster cognitive diversity, we have to interact with other opinions in meaningful ways. Avoid the Echo Chambers
- A 'one size fits all' method of standardisation doesn't address the fact that we are all different – beyond average. Standardisation v optimisation
- To really take advantage of diversity we need to defeat bias





## Self-Activity 8: Powering up diversity

*In your workbook, reflect on how best you can power up diversity and inclusion across your PCN.*

*Reflect on what benefits this will bring to the PCN and the way it is operating.*

