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# Take-home kete



# *Innovation*

Innovating a new world

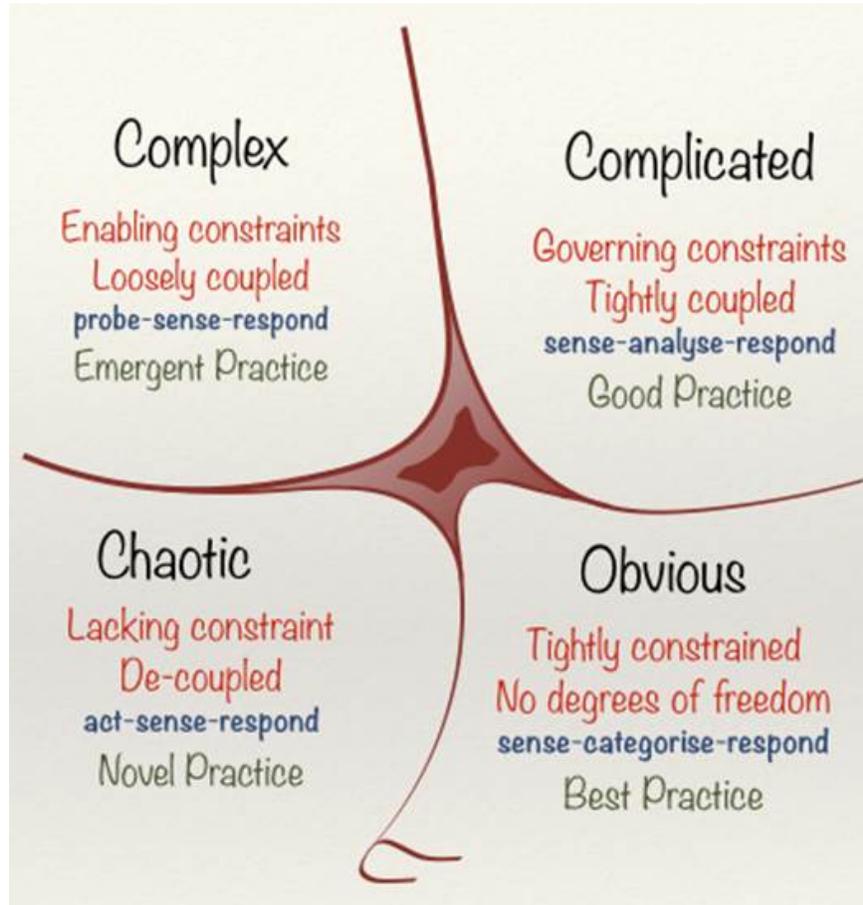
*Kia Whiti Tonu*

*To Shine Brightly*

What<sup>t</sup> is innovation?

A leap from the present  
– transformative to create  
tomorrow and iterative to  
help today

# Cynefin Framework



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# Key ingredient for innovation



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# Innovation from where?

*Remember you are the innovator – how are you working with you as innovator.*

What conditions help you have insight? What helps your team have insights?

Have you got these in place regularly?

- Things like, space, time, creative setting, working with nature, not focussing on outcomes – allowing the radical. Building connective tissue together that creates the culture and safety for all to think in the weird space.
- All humans have an optimal place that can come out of habituating and connect with others to allow the future to arrive.



Failure is compost  
for innovation . Like  
plants you are not  
growing plants you are  
feeding soil. How is  
your soil?

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# Innovate off, with and for

**With** – who your service is for – the earth, future generations, current tamariki

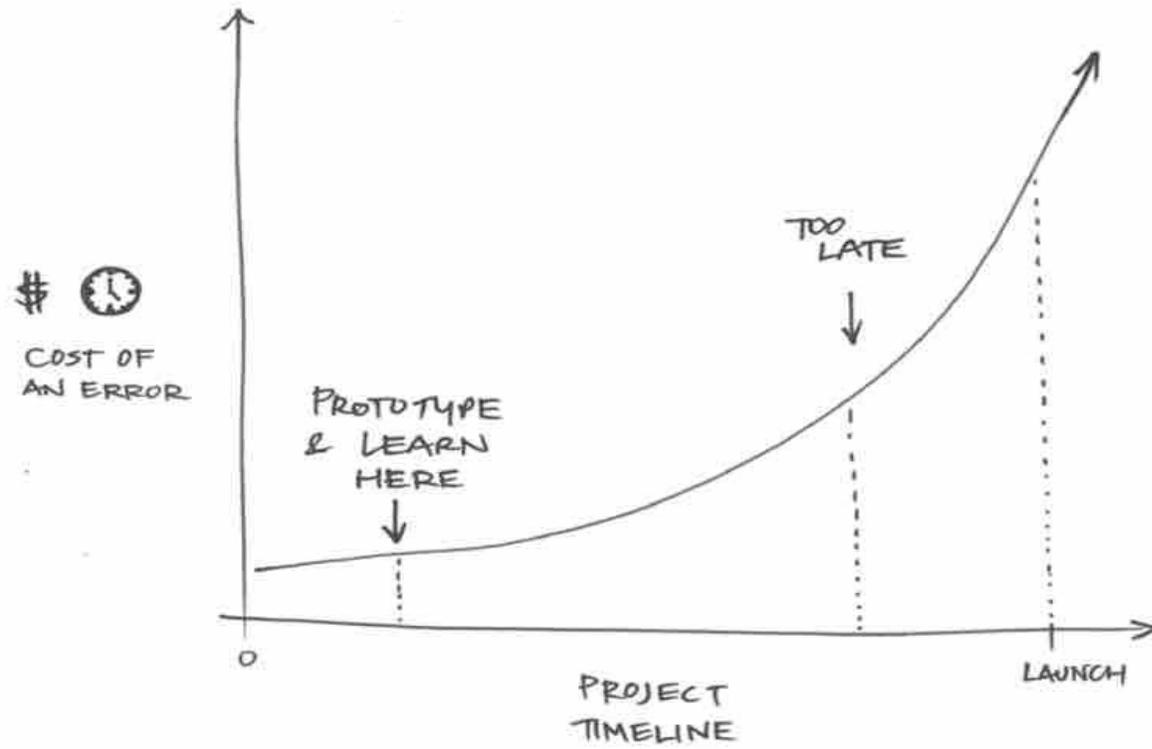
**Off** – the radical, where things are stuck, where the energy for change is

**For** – what the environment is calling you to be in service of, your higher purpose



Design disruptively like Wildfire

Be scrappy



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# Guiding principals for innovation sessions

- Set aside time for innovation
- Relax first
- Create an intention and mind set of experimentation
- Invite a leap, the radical, all ideas welcome – always good to step into the future with some imagination and then feel what might be happening. Let your ideas arrive from the future. Or go outside and find three things and see what they have to say – use biomimicry
- Attune to the timing and season of the ideas – what ideas seem to attune with the season – this includes political will, mandating and inviting environment, the bigger picture, the skills you have available.
- Consider all your fears and judgements and include them but don't come from them.
- What is ripe for prototyping – remember it is a small experiment to fail fast and learn.
- How might you try one or two things and create a learning framework for them – intent, goals, how you will measure, gather input and learning etc.

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# Prototyping as a way of being

**Prototyping** is about embracing experimentation as a way of being, taking small risks to see what works and fails for us, failure is part of the experiment, not a fear of the outcome.

We can too easily see ourselves as living in a getting it right school rather than being a learning school. We can be a learn it all, not a know it all and doing is the best type of thinking, not just thinking about doing.

Prototypes are:

- Early drafts of the final results (mini versions)
- Set up to see what fails as well as succeeds
- Risk mitigation processes as you learn first without spending fast
- Work from what radical would look like
- Scrappy not perfect
- Not to be fallen in love with, they are to be evolved and changed
- Meant to be at pace – find the quickest path to get the experience, don't over plan.

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# Setting up a prototype on a culture, relationship or process

- Think about areas of your work culture, processes or your relationships that are not feeling optimal for you or your team.
- As an individual or a team think about creating a mindset that can allow for new ideas to emerge – you might play some music, do some movement, anything that helps people get into the right brain. Say it is a time for playing. Identify together what you are wanting to find new ways for – what is the intent and what is the issue.
- Take that and think about what radical might look like for this, what would be a whole new way of being as a team culture or relationship, what would a leap from the present be. Just play with ideas at this stage. Form a list of ideas.
- From that list think of what small experiments you could take to prototype the radical to test what might fail and what might work, and to learn from. For example your meetings might be stressful for everyone, could you practice doing them differently, rotating the chair, meditating and calming during the meeting, practicing radical honesty, doing them outside.
- Think from that list if there are a number you want to set off, or just one prototype – sometimes you want to set up a number to test a number of things at the same time.
- Write down what you want to learn, what are your learning goals for the prototype, remember think of this in layers – your learning, your team's, the organizations, the customers etc.
- You may need to get approval for your prototype if it involves bigger budgets or changes, so check in on that
- Decide the best scale, timing, and who implements the prototype – is it just for your or for a team.
- Start! Do it and have fun and iterate as you go, you can change the prototype after it starts if it is obvious that something isn't right, keep iterating – don't fall in love with it, you need to keep changing it.
- Harvest learnings and what you enjoy and don't, and what has changed.
- Decide next steps – perfectly fine to dump, integrate or do another prototype that emerged from the original.

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# Reflective practice

After a prototype a deeper reflective process takes place to ensure learnings are captured and that all can grow from them, or you can use these types of questions any time for a deeper team reflection.

## Inquiry

- What were our barriers externally?
- What worked or didn't to remove these?
- What barriers did we each face with our own limitations?
- What worked or didn't to overcome or integrate these?
- Did we support each other?
- What were our judgements and fears along the way?
- Did we connect deeply to ourselves and others?
- What would we say about the quality of our container to hold real change?
- What do we need to change with us to help the change out there occur?
- What was our energy like?
- Is there anything we need to add to our values and principles?
- What are we committing to do differently?
- How will we ensure we do it?

## Steps

1. Allow a week reflective process after the sprint or prototype
2. Pre send all the questions to each person.
3. Allow them time to reflect individually- ideally a day in work time, so work values wisdom as well as action
4. Meet together to go through the questions in pairs and capture themes as a whole group or as a whole group if smaller
5. Decide actions and accountabilities.
6. Revisit intent for next stage, and identify any refinement to strategic or cultural direction.
7. Renew your own individual leadership goals and practice

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# Innovating all the layers

**Healthy systems need the system to innovate – don't wait for all of it though.**

**We need to innovate from a systemic view – an interdependency – not a competition – even if the system is not all present, we can have them in our mindset and creative process.**

# THE ICEBERG MODEL as learned from PETER SENGE & JOHN STERMAN



20150224 Kely Bird

## THE ICEBERG

*A Tool for Guiding Systemic Thinking*

### EVENTS

*What just happened?*  
Catching a cold.

**React**

### PATTERNS/TRENDS

*What trends have there been over time?*  
I've been catching more colds  
when sleeping less.

**Anticipate**

### UNDERLYING STRUCTURES

*What has influenced the patterns?*  
*What are the relationships between the parts?*  
More stress at work, not eating well, difficulty  
accessing healthy food near home or work.

**Design**

### MENTAL MODELS

*What assumptions, beliefs and values do people hold  
about the system? What beliefs keep the system in place?*  
Career is the most important piece of our identity,  
healthy food is too expensive, rest is for the unmotivated.

**Transform**