A Practical Toolbox for Enhancing New Thinking

Presented to

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Here’s my agenda

- Challenge
- Methods
- Strategies
- How
- Incentive System
- 7 rules
- Show of hands – Any ideas or innovative solutions to the challenge?
“It is the mark of an educated [open] mind to be able to entertain a thought without accepting it.” Aristotle

- Uber
- Airbnb

Challenge!

Develop a mechanism that gives injections without needles
Methods to Drive Success

→ **How** you innovate determines **What** you innovate
An example to stimulate **Innovative Thinking**

- **Inject a “sidetrack” to our thinking**
  - Story telling
  - Consider negative as positive
  - A random word

Need to change perceptions and mental models quickly
Two Classes of Innovation Strategies

- *Playing-to-Win*
- *Playing-Not-to-Lose*

Which strategy did you choose? Why?

What factors did you consider?
  - Internal Factors ~ your own interests
  - External Factors ~ the team’s interest
Influence outcome?

We proceed as though we have the whole picture

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... always!

World air cargo traffic will double over next 20 years
Innovation Types

Product  Process  Business

Careful of the “Right Answer to the Wrong Question”

→ depends on how we frame the question (+ or -)
either as a relationship or as a categorization
Develop a mechanism that gives injections without needles

- Develop → implies a solution?
- Mechanism → product?
- Gives → automatically?
- Injections → intravenous / subcutaneous?
- No needles → restrictive condition...
A better challenge is a question

- In what way can
  - necessary inoculations be
  - offered on a massive scale with
  - 100% safety?

→ Leads to a systems approach because it is solution neutral
You’re Innovative?

CULTURE!!!
Risk vs. Decisiveness
Incentive system for innovative success

- Innovation Strategy
- Management Systems
- Incentive Systems
  - Performance Measurement
  - Goals
  - Incentive Contracts
- Culture
- Results
1. **Neutralize** organizational antibodies like “resistance to change”

2. **Recognize** the building block of innovation is a network of **people** and **knowledge** inside and outside the organization

3. **Challenge** problem perspective - leadership
7 Rules of Innovation (cont’d)

4. Manage natural tension between creativity and value capture

5. Align innovation to the company’s business

6. Integrate innovation into business mentality

7. Create effective metrics and rewards for innovation
Our Future is...

Innovation

- What is desirable to users?
- What is possible with technology
- What is viable in the marketplace
Summary

- Think globally
- We can achieve what we imagine
- Be innovative by being a POET
  - P = Politically aware
  - O = Operationally focused
  - E = Environmentally sensitive
  - T = Technologically nimble
Thank you
Your branch contribution