

# Mobile Team Challenge Ltd

Unleash the Potential of Your People

[www.mtceurope.co.uk](http://www.mtceurope.co.uk)



## ● Creating a Culture where Innovation and Creativity Thrive

### Leading Innovation and Solution Focussed Thinking

Developing and Sustaining a Culture where Innovation is encouraged, and thrives.

**"Innovation is dead ...and we killed it!"** – is a headline from a blog currently trending in the U.S.

Are we encouraging innovation in our organisation??... Or are we "killing it!?"

This workshop will explore the key drivers of innovation as we discover the successes of blue chip companies such as Apple, 3M, Nike, and Disney who have consistently appeared in the "Top 10 Innovation Companies" for several years.



Whilst these Organisations have been accredited with the title of "Innovative" – the truth is, that it is NOT the organisations which are innovative – but the employees and cultures of these top performing companies who really earn the title "innovative". This workshop discovers the enablers which release employees to practice and demonstrate innovation within their jobs.

**"If you want something new, you have to stop doing something old"**  
– Peter F. Drucker

This inspirational workshop will motivate delegates to apply the necessary behaviours to develop and sustain a Culture of Innovation within your Organisation and will introduce tools to create the necessary winning behaviours and habits.

### The 3 Attitudes required for Creating a thriving Culture of Innovation

The workshop will explore these 3 attitudes and ingredients required to nurture a Culture of Innovation and we will also analyse the values and techniques of some the top 10 companies in the world who have been voted as the most innovative companies in 2017.



Email: [info@mtceurope.co.uk](mailto:info@mtceurope.co.uk) Telephone: +44 (0) 844 745 2120 Fax: +44 (0) 844 745 2119  
Central Office: Mobile Team Challenge Ltd, Challenge House, P.O. Box 4191, Bracknell, Berkshire RG42 9NA  
Registered Office: 3 College Yard, Lower Dagnall Street, St Albans, Hertfordshire AL3 4PA  
Company No. Cardiff 4583573 VAT Registration No. 803 2078 65  
[www.mtceurope.co.uk](http://www.mtceurope.co.uk)

➤ **Risk Taking**

*"It is better to have enough ideas for some of them to be wrong, than to be always right by having no ideas at all" -*

....so said *Edward DeBono* – so how can we create an environment where experimentation can be encouraged and where empowerment can be liberating without fear of reprisals if those great ideas don't work?!

Let's take a look behind the scenes as to how 3M encourage Risk Taking to drive their Open Innovation processes which have innovated 55,000 unique products generating \$35bn of annual sales: 50% of which comes from new products introduced in the previous 2 years. THAT'S Innovation.



As an ex Vice President of 3M Europe, delegates will receive an insight from Barry Bailey into the powerful principles which create a **Culture of Innovation**.

Our lead Facilitator (Barry Bailey) for this Workshop, is the ex-Vice President of 3M Europe Electronics Division (a \$35bn global organisation) who have been cited by Tom Peters, Analysts on Wall Street, The Disney Corporation, Hewlett Packard and many other Fortune 500 Companies as being **"THE BEST IN THE WORLD AT INNOVATION"**. 3M has been used as a "Best Practice Example" case study in many books (e.g. Tom Peters, **"In Search of Excellence"**) for the successful creation of a **"Culture of Innovation"** and the **"Climate of Empowerment"** which they have been market leaders in since the 1950's.

Innovative creations such as the "Post-It Note" and "Scotchguard" and many others in their product range of over 55,000 unique products have ALL been birthed through the Culture of Innovation which thrives within 3M. Barry applied the 3M principles of Innovation and built the Electronics and Telecoms Divisions of 3M Europe from £30M to £500M over a 7 year period and as a consequence of his expertise in helping organisations to imbed Innovation and Creative Decision Making, he has delivered key note speeches on Innovation at several leadership conferences in the U.S. - including to Disney and Warner Brothers, as well as many European Conferences where Barry's inspirational delivery style has motivated leaders and employees alike. Barry has also endorsed the **"Thomas Edison Academy of Innovation"** in the U.S. - a global resource for all that is creative and new in innovation, and has written several articles about the top 10 Innovative Companies in the World where he makes the critical distinction between Invention and true Innovation. Having worked in this 3M environment for 25 years, Barry's significant expertise in Innovation and Leadership (He is also a Fellow of the Institute of Leadership and Management) is highly sought after by many organisations. He is currently commissioned by Winchester City Council and Slough Borough Council to work with their respective Teams to create empowered and innovative cultures within their Authorities. This will include delivery to over 800 staff from both organisations. Both Authorities have "Innovation" within their Values and Mission / Vision Statements and Barry has been commissioned to help them incorporate



true innovation into their "DNA's" of the organisation, and in so doing, will create business processes, procedures and Leadership Cultures which will encourage Innovation as opposed to leadership environments which can stifle innovation and creativity.

In addition to the Authorities and Companies mentioned above, Barry has delivered Innovation and Emotionally Intelligent Leadership to over 50 Local Authorities and Central Government facilities as well as 28 NHS Foundation Trusts (where he has trained in excess of 2,000 NHS Staff) who have commissioned him to deliver "**Creating a Culture of Innovation**", "**How to thrive on Change - Leading through, and beyond, "Change"**", "**Emotionally Intelligent Leadership within the NHS**" and "**Patient Experience Excellence - Doing it like Disney!**" which applies Disney's principles of innovation and excellence to the Patient Journey and Customer Service Excellence.

Mobile Team Challenge (MTC) have also worked with the British Broadcasting Corporation in their "2020 Vision of the BBC Initiative". Several years ago, when the BBC was under the leadership of Greg Dyke - MTC was commissioned to consult with the Senior Strategic Management Team of the BBC and to assist them in their creation of "What will the BBC look like in the year 2020?". Through the utilisation of creative strategic visioning techniques and exercises, MTC facilitated the Sessions with the Group and the BBC created their "Strategic 2020 Vision" and we are still seeing many of their initiatives being brought into reality. For example, it was during this session that one of the "visions" was that the Sports Department of the BBC would be in Manchester, rather than Central London by 2020. Initially, this "vision" was scorned upon and was seen as being a "mission impossible!!" - with a likelihood of "zero chance of ever happening!!" - ...and yet several years later we saw the BBC turn that dream into a reality by implementing their initial 2020 Vision. The implementation of this "dream" and several others was brought about by innovative and creative strategic thinking techniques.

### ➤ Focus on the Future

*"Imagination is more important than knowledge. For while knowledge defines all we currently know and understand, imagination points to all we might yet discover and create." - Albert Einstein*



Some experts started it off by saying that Apple was not innovative—it didn't invent anything. It only adapted things others invented. That generated a storm of discussion about just what innovation really means. "Innovation" is not invention. That's a classic mistake people make. Innovation is creating something new of value. In the business world, that means creating something new of value that generates revenue and profits. Disruptive innovations that change the game are often business model innovations that integrate five or six or eight different types of innovation.



SO... Apple have seemingly proved that they do a great job in bringing together existing concepts and platforms to innovate the birth of a new, money spinning and customer satisfying product.

Let's see the techniques that Apple and Disney use to "Focus on the Future" and how NHS Foundation Trusts are now applying the same principles into their Trusts

➤ **Willingness to Cannibalise current successes in order to improve it**

*"If it ain't broken... find a way to make it even better!!" – Thomas Edison*

Edison's most hated expression was "if it ain't broken – don't fix it!" – in fact he hated the concept SO much that he banned it from his workshops. He was always convinced that there was another, even BETTER way to do the same thing. In the 1093 Patents that he filed in his life – he was always striving to make them even better.

With his continuous improvement roots firmly established, the Quality Guru William Edwards Deeming continued Edison's dream of seeking perfection in every process or product and many of the Lean / Six Sigma principles of today link back to the idea of breaking a process or product to see how you can make it even better.



This 3<sup>rd</sup> Attitude of Innovation depends totally upon the implementation of the first 2 within any organisation. How do we create the culture that encourages Future Focused Risk Taking to Cannibalise current successes.

***"I'm doing this because I want to do it better"***

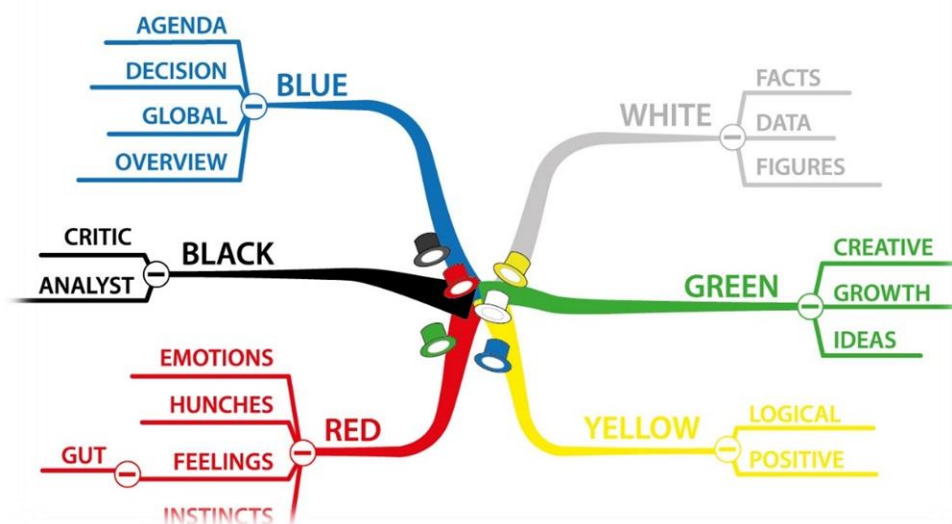
Walt Disney

Delegates will:

- Learn how to create a culture of Innovation within their Teams.
- Learn the impact of Leadership Styles: Are they encouraging or stifling innovation?
- Learn how to overcome the "Blame Culture" which kills innovation.
- Consider the 3 Attitudes required for Innovation to Thrive
- Learn the secrets of Innovation from 3M, Apple, Nike and Several Foundation Trusts
- Explore the 10 Success Factors for Innovation to Thrive
- Consider the 7 Principles to Encourage Innovation:
  - Separate Idea generation from evaluation
  - Test Assumptions – Don't Assume

- Avoid Patterned Thinking – Shifting that Paradigm!
  - Creating New Perspectives
  - Minimise Negative Thinking
  - Applying the 3 attitudes of Innovation
  - Choosing the Correct leadership Style and Culture
- Learn how to Leverage Innovation to achieve Competitive Advantage
- Learn how to optimise their Decision Making and Creative Thinking processes with Edward DeBonos 6 Thinking Hats Concepts

### Summary of Edward de Bono's Six Thinking Hats



Format: This module will include experiential activities to uncover awareness and insight into the importance of creativity, problem solving, collaborative and solutions focussed thinking and how to create an environment and culture where trust and innovation thrive.

As our current business climate demands that businesses innovate and change in order to remain competitive, organisations must learn to cope with change and make the most of their change management processes and optimise their critical decision-making and thinking skills.

This in-house workshop combines the skilled facilitation of change management with the principles of Appreciative Inquiry to deliver a process that ensures high enthusiasm, collective buy-in and action from teams and members of an organisation. Participants will learn how they can yield collaborative enquiry, strategic visioning to inspire teams and achieve a unified vision among its members.

How can organisations change at the speed of imagination?

Skilled facilitation of **Change Management** using **Appreciative Inquiry** results in high-energy collective buy-in at all levels of the organisation along with the enthusiasm, motivation, and energy to move forward quickly. Through collaborative inquiry and strategic visioning, organisations, teams, and individuals unleash the human energy and imagination necessary to spark powerful innovations and radically transform their future.

Implement the revolutionary new concept of **Breakthrough Strategic Thinking**; ... the outcome? Your organisation will experience improved motivation and morale with results that are grounded in organisational goals and current best practices.

### “Equipping for Change”

**“...We are living in Extraordinary Times, and Extraordinary Times require Extraordinary Measures...” so said Hamlet...**

“...If you always do what you always did... you’ll always get what you always got...” ...so said Einstein

Sadly the above statement is no longer true in the case of Woolworths, Saab and MFI, BHS ...etc.

The current climate dictates that we all need to do something different, and even perhaps something, “extraordinary”, this year in order to maintain, and to further improve, our performance of our individuals, teams and organisations.

**A The I Adventure**

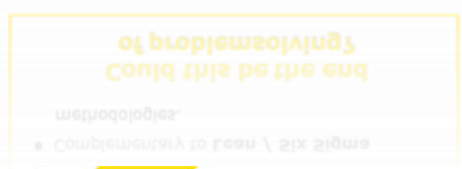
**Mobile Team Challenge Ltd**  
Second to None in Force Development Resources  
www.mtceurope.co.uk

What makes AI different From other (positive) change methodologies?

It engages representatives from the collective whole (or the whole itself) in:

- Finding out what the organisation is already doing right (positive core)
- Maximising the potential gain (versus minimising the risk)
- Moving from fragmentation and dualistic thinking to integration and wholeness.
- Complementary to **Lean / Six Sigma** methodologies.

**Could this be the end of problemsolving?**



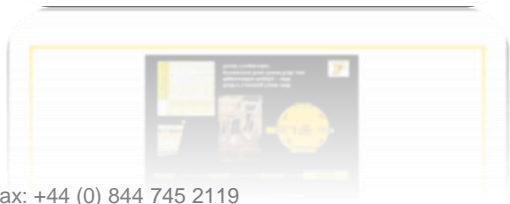
**A The I Adventure**

**Mobile Team Challenge Ltd**  
Second to None in Force Development Resources  
www.mtceurope.co.uk

Organisations who Mobile Team Challenge have introduced to Appreciative Inquiry:

- NHS – 26 Foundation Trusts – Strategic Change
- RAF – 52 Bases in UK - Leadership
- Army – HQ Salisbury – Leadership
- Birmingham City Uni – Strategic Change
- Durham University – Strategic Change
- Uni of Worcester – Customer Service
- Over a dozen Local Authorities – Change
- Luton Borough Council – Business Efficiency
- Honda – Continuous Improvement
- Unite the Union – Negotiation Techniques
- InterSport – Negotiation & Influencing
- B&Q – Regional Management Academy
- BUPA – Continuous Improvement & Change
- 50+ HMP & YOI's – Conflict Resolution

**The MTC Learning Cycle**



**It's ALL about Leadership!...well...a LOT of it is!!**

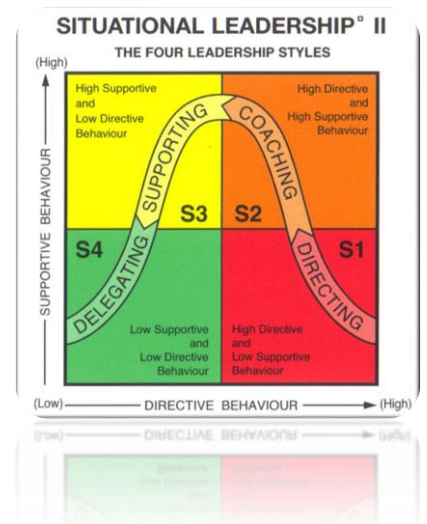
In Peter Senge's Award-Winning book "The Fifth Discipline" – he identifies the 5 Disciplines required to create a Learning or Innovation Culture and in our workshop we have a self-audit assessment to see exactly HOW Innovative your Department or Organisation **really** is!

**What is required in an Innovation Culture?**

**Peter Senge's Five Disciplines for an Innovation Culture**

- Personal mastery** – create an environment that encourages personal and organisational goals to be developed and realised in partnership
- Mental models** – know that a person's 'internal' picture of their environment will shape their decisions and behaviour
- Shared vision** – build a sense of group commitment by developing shared images of the future
- Team learning** – transform conversational and collective thinking skills, so that a group's capacity to reliably develop intelligence and ability is greater than the sum of its individual member's talents
- System thinking** – develop the ability to see the 'big picture' within an organisation and understand how changes in one area affect the whole system.

Similarly, Blanchard- Hersey's Situational Leadership model gives us a great insight into the primary 4 Leadership styles which can either encourage...or stifle empowerment and innovation within our organisation. As the name implies, leadership depends upon each individual situation, and no single leadership style can be considered the best. For Hershey and Blanchard, tasks are different and each type of task requires a different leadership style. A good leader will be able to adapt her or his leadership to the goals or objectives to be accomplished. One of the key inhibitors of a culture of thriving innovation is the Leadership culture of the organisation.



Back in 1948, the then, CEO of 3M stated clearly that "Mistakes will be made" ... but that true innovation is spelt R-I-S-K and that the Leadership culture to encourage Innovation also encourages employees to be empowered.

**3M Innovation: 60,000 products**

*"As our business grows, it becomes increasingly necessary to delegate responsibility and to encourage men and women to exercise their initiative. This requires considerable tolerance. Those men and women, to whom we delegate organisation and responsibility, if they are good people, are going to want to do their jobs in their own way."*

*"Mistakes will be made. But if a person is essentially right, the mistakes he or she makes are not as serious in the long run as the mistakes management will make if it undertakes to tell those in organisation exactly how they must do their jobs."*

*"Management that is destructively critical when mistakes are made kills initiative. And it's essential that we have many people with initiative if we are to continue to grow."*

**... THAT'S Innovation...**

*Begin with the End in mind*


William McKnight  
CEO of 3M  
1948

The Workshop will be interactive and will include some Group Tasks on "Creative Thinking and Strategic Visioning"

David Cooperrider – The Founder of Appreciative Inquiry – said.... "Appreciative Inquiry is a way of THINKING, SEEING and ACTING to bring about **powerful, purposeful, change**. Focusing on the Positive and Desired Future results and not the negative past results."

### Applying Innovation and Creativity to our Strategic Plans

- **Breakthrough Strategic Thinking** Techniques
- How to move from **Current State** to **Future State**
- Visioning Days – Tools to create a **Shared Vision**
- Utilising the revolutionary **SOAR!** Concepts – identifying individual and team **Strengths, Opportunities, Aspirations** and measurable **Results**
- Featuring **Disney's Creative Strategy** – "Living the Dream"
- Implement **SOAR** in context
- Work from a Deep Appreciation for **Strategy** and **Strategic Planning**.
- **Unleash the Strengths** in Your Own or Client Organisations.  
**Discover Opportunities:** Present and Emergent.
- Create Bold Images of the **Most Preferred Future**.
- Identify **Individual and Organisation Aspirations** that Support that Future.
- Create **Innovative Strategies** for **Achieving Your Vision**.
- Learn how to **Create a Culture** where **Innovation** Thrives – the 3 behaviours
- Define **Measurable Results**.
- **Connect with Others** Who Are Using **SOAR®**.
- **Draw from Other Organisations** Who Have Used **SOAR®** Successfully.
- Complete a **Personal Leadership Style Profiling** in order to identify their "natural" leadership style and to identify how to apply the correct style of leadership to encourage Innovation and Empowerment. (Situational Leadership)
- Develop an understanding of **Personal Leadership Styles - Profiling**
- Applying highly effective **Problem Solving and Decision Making** Skills
- **Harness the Motivating Power of Imagination**
- **Creating a Culture of Innovation**, Service and Customer Experience Excellence
  - How DO those guys do Innovation? - Apple / Nike / 3M / Leading Councils Case Studies
- **The 3 Ingredients for Innovation for Service Excellence**
- **Disney's Creative Strategy** – "Dreaming the Perfect outcome"
  
- **Experiential Activity: Designing our Perfect "10 out of 10" Organisation with Appreciative Inquiry**



**Mobile Team Challenge Ltd**  
Unleash the Potential of Your People  
[www.mtceurope.co.uk](http://www.mtceurope.co.uk)

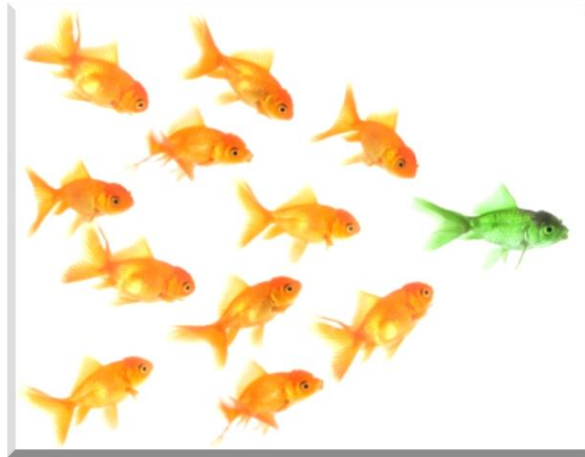
**"Appreciative Inquiry** is a way of thinking, seeing and acting to **bring about powerful, purposeful change**. Focusing on the positive and desired future results and not the negative past results."

**David Cooperrider**

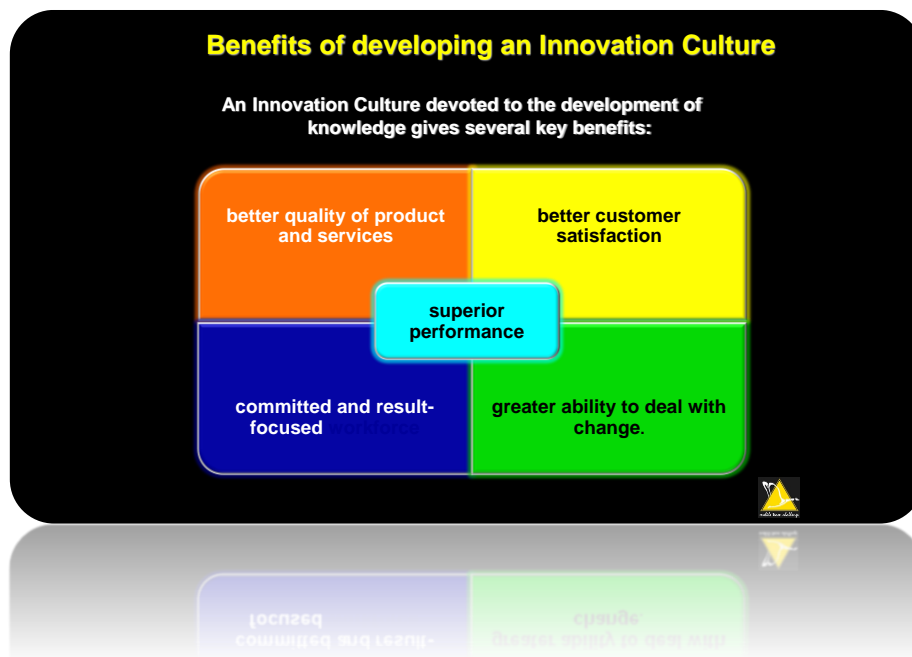




## Creating a Culture...where Innovation & Empowerment Thrive...

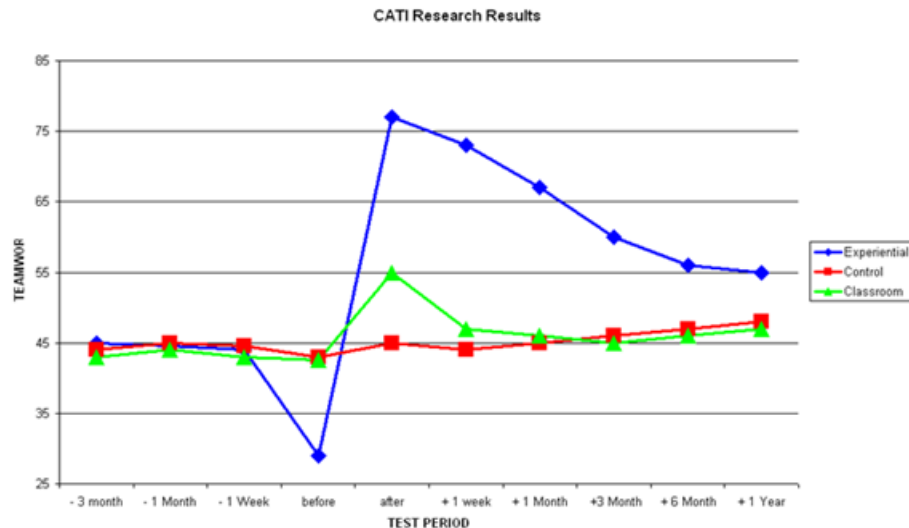


...Will also make your Department or Organisation Stand out from the rest and will create Competitive Advantage for you.



## Why Experiential Learning?

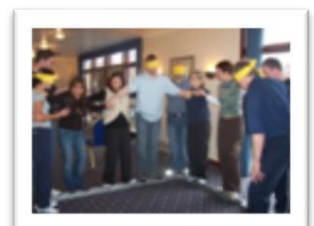
The graph below shows the impact and major benefits of experiential learning concepts regarding delegate retention compared to conventional classroom methods.



SOURCE:

Scientific Research All research was performed by Dr. Simon Priest PhD25 Year Experiential Education Expert. Publisher of over 12 books on the subject and on the Board of Advisors for PLAYTIME Inc

**N.B. This workshop will include several "Challenge by Choice" Experiential activities to practice and demonstrate Leadership Skills and will earn each delegate 8 CPD Learning Credits**



Email: info@mtceurope.co.uk Telephone: +44 (0) 844 745 2120 Fax: +44 (0) 844 745 2119  
Central Office: Mobile Team Challenge Ltd, Challenge House, P.O. Box 4191, Bracknell, Berkshire RG42 9NA  
Registered Office: 3 College Yard, Lower Dagnall Street, St Albans, Hertfordshire AL3 4PA  
Company No. Cardiff 4583573 VAT Registration No. 803 2078 65  
[www.mtceurope.co.uk](http://www.mtceurope.co.uk)