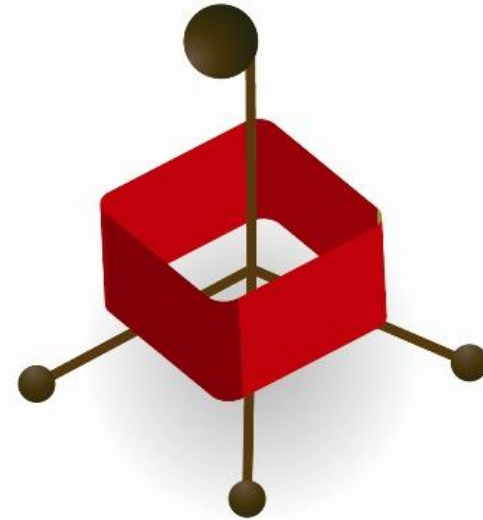


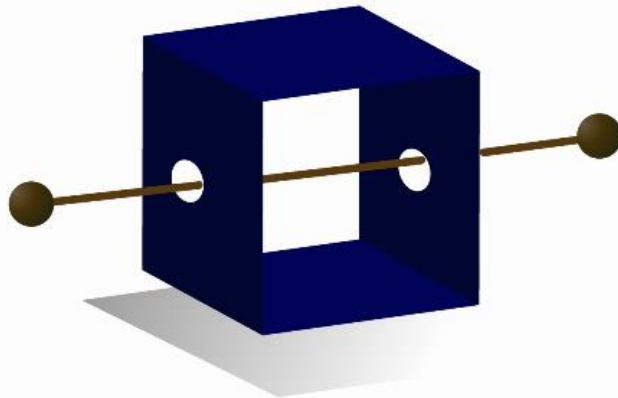
Understanding and Applying Innovation Styles®



We are all unique individuals. Each one of us has different habits, talents, knowledge, values, interests, and ways of expressing ourselves.



While we all have the capacity to be innovative, yet we approach innovation and change in different ways.





So the question is NOT “ARE you innovative?”
The question is: “HOW are you innovative?”



You may like to build on your past experience, or maybe you prefer a vision to guide you. You might enjoy putting together unusual combinations of things. Or perhaps you like to throw caution to the wind and explore the unknown.



25+ years of research and experience in the field of innovation has established that people approach innovation and change with a mixture of four distinct innovative thinking styles:

- **Visioning:** to envision the ideal future
- **Modifying:** to refine and optimize what has come before
- **Exploring:** to discover new and novel possibilities
- **Experimenting:** to combine and test many unique combinations

4 Innovation Styles®



It is important to note:

1. Each style is equally important to the innovation process
2. We each use a mixture of the four different styles of innovative thinking
3. Each style represents a different *strategy* for innovation – a different *way of thinking* – not a type of person

4 Innovation Styles®



There are two underlying dimensions that form the four Innovation Styles®:

1. What kind of information stimulates your innovative thinking – Facts, details and analysis or Intuition, insights and images?
2. How do you approach challenges – Focused, well-planned and outcome-oriented or Broad, perceptive and learning-oriented?

2 Dimensions

Now, let's take a closer look and see how each of the four styles might support or possibly hinder innovation



“Let's develop a clear sense of purpose and vision to meet this challenge.”

Some people like to focus on the end result. They have a vision of what they want to create and are comfortable letting their goals be their guide. They emphasize the *Visioning* style.

People who favor this style are persistent, determined, hard working and visionary. They trust their instincts, like to make decisions, and seek solutions that focus on maximizing future potential.



The Visioning Style

- **How does this style support innovation?**
 - By seeing the “big picture” and giving long-term direction
 - By supplying bold, far-reaching, imaginative ideas

- **How can this style hinder innovation?**
 - By resisting options that don’t fit into the vision
 - By being unrealistic about the level of change involved

- **What questions does this style ask to stimulate ideas?**
 - *What is the ideal long-term solution?*
 - *What do we really wish we could achieve?*



The Visioning Style

“Let's build on what we already have and make improvements where necessary.”

Some people like to move forward one step at a time. They like to solve problems by building on what they already know. They emphasize the Modifying style.

People who prefer this style tend to be precise and disciplined as they ensure that the full potential of an idea gets developed. They provide a group with the stability and thoroughness it needs to do a quality job.



The Modifying Style

- **How does this style support innovation?**
 - By building on what has already been accomplished
 - By focusing on relevant, short-term success

- **How can this style hinder innovation?**
 - By being tied to the status quo
 - By not questioning assumptions

- **What questions does this style ask to stimulate ideas?**
 - *What can we do to refine and optimize what we've done?*
 - *What would simplify and improve this?*



The Modifying Style

“Let's explore in new directions and see what's possible.”

Some people prefer to explore uncharted territory. They thrive on the unknown, dislike routine, and love to come up with totally new and novel ideas. They emphasize the Exploring style.

People who favor this style often try to reopen the idea-generation process even when others might be trying to come to a decision. They tend to add a sense of adventure to any project and open up the potential for dramatic breakthroughs.



The Exploring Style

- **How does this style support innovation?**
 - By questioning the accepted ways of seeing things
 - By seeking the new and novel, to discover what's possible

- **How can this style hinder innovation?**
 - By taking risks where you “leap before you look”
 - By frequently changing perspectives and opinions

- **What questions does this style ask to stimulate ideas?**
 - *How can we turn “conventional wisdom” upside down?*
 - *What would be radically new and different?*



The Exploring Style

“Let's take existing elements and combine them in new ways.”

Some people prefer to experiment. Once they have a trustworthy process for understanding a situation, they can troubleshoot anything. They emphasize the Experimenting style.

People who prefer this style are curious, practical, and good at combining the best ideas of everyone concerned. They contribute to a group by adding careful testing while building a consensus for a solution.



The Experimenting Style

- **How does this style support innovation?**
 - By combining the ideas of many people in unique ways
 - By testing out ideas to take risks in stages
- **How can this style hinder innovation?**
 - By losing perspective on what really matters
 - By over-emphasizing testing/research over action
- **What questions does this style ask to stimulate ideas?**
 - What can we combine to put together a new solution?
 - What are practical ways to make progress?



The Experimenting Style



*Each Innovation Style[®]
gives you a different
way to meet new
challenges*



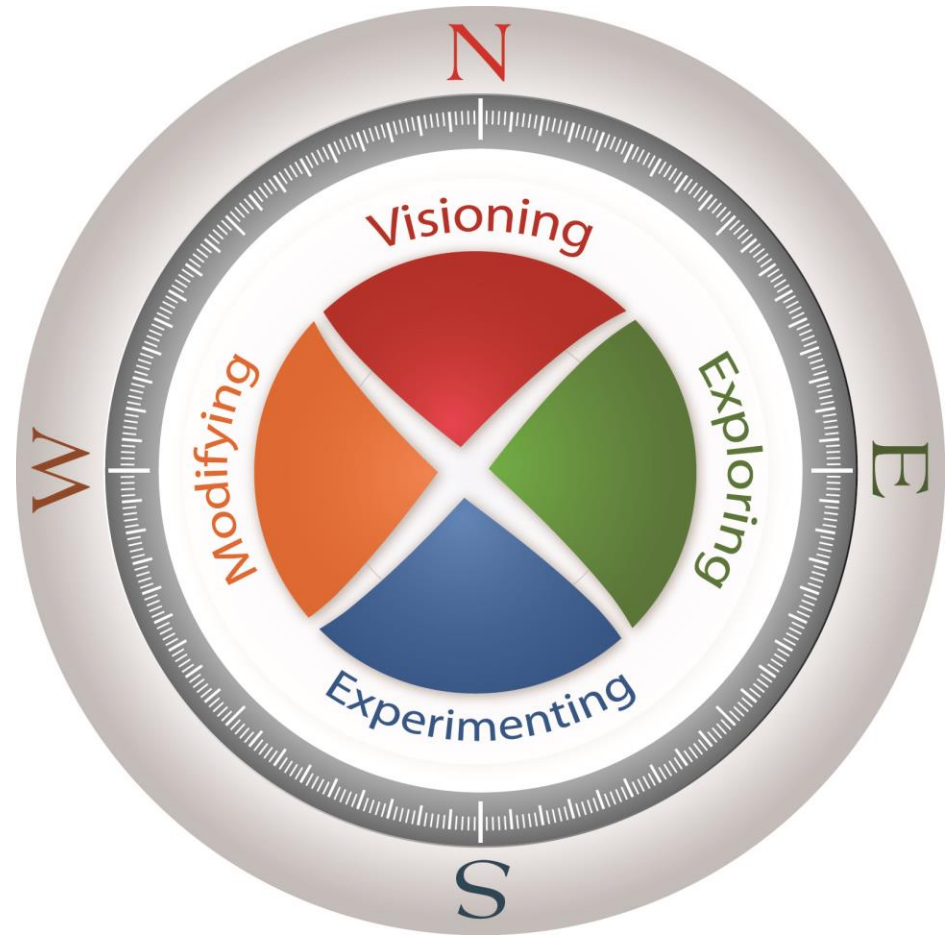
Starting today you can begin applying the Innovation Styles®, even with people who have never heard of this model. Like a compass, draw from all of the styles to stimulate your innovative thinking.

Visioning: What ideas could give you an ideal long-term solution?

Modifying: What ideas could build on, simplify or refine what you've done?

Exploring: What ideas could be radically new and different?

Experimenting: What could be combined to give you new ideas?



When you plan your career, you are actually “innovating” your life and setting an all-important course for your future.

Each style gives you a different perspective to consider.

When planning your career, ask...

For Visioning...

What would I ideally want to be doing 10 years from now?

For Modifying...

How can I build on the interests and experiences I've had thus far?



For Exploring...

What would be totally new that I've never considered before?

For Experimenting...

How can I combine the best parts of all the jobs I've had before?

Practical Applications

Whether you're proposing a new project to your boss or a new product to your customer, remember: they approach change by their own mixture of Innovation Styles[®]. When you speak their "language of change," it's more likely they'll buy in to what you have to offer.

When developing a new concept or proposal, ask...

For Visioning...

What do you need to help you fulfill your vision for the future?

For Modifying...

What do you do now that you want to build on and improve?



For Exploring...

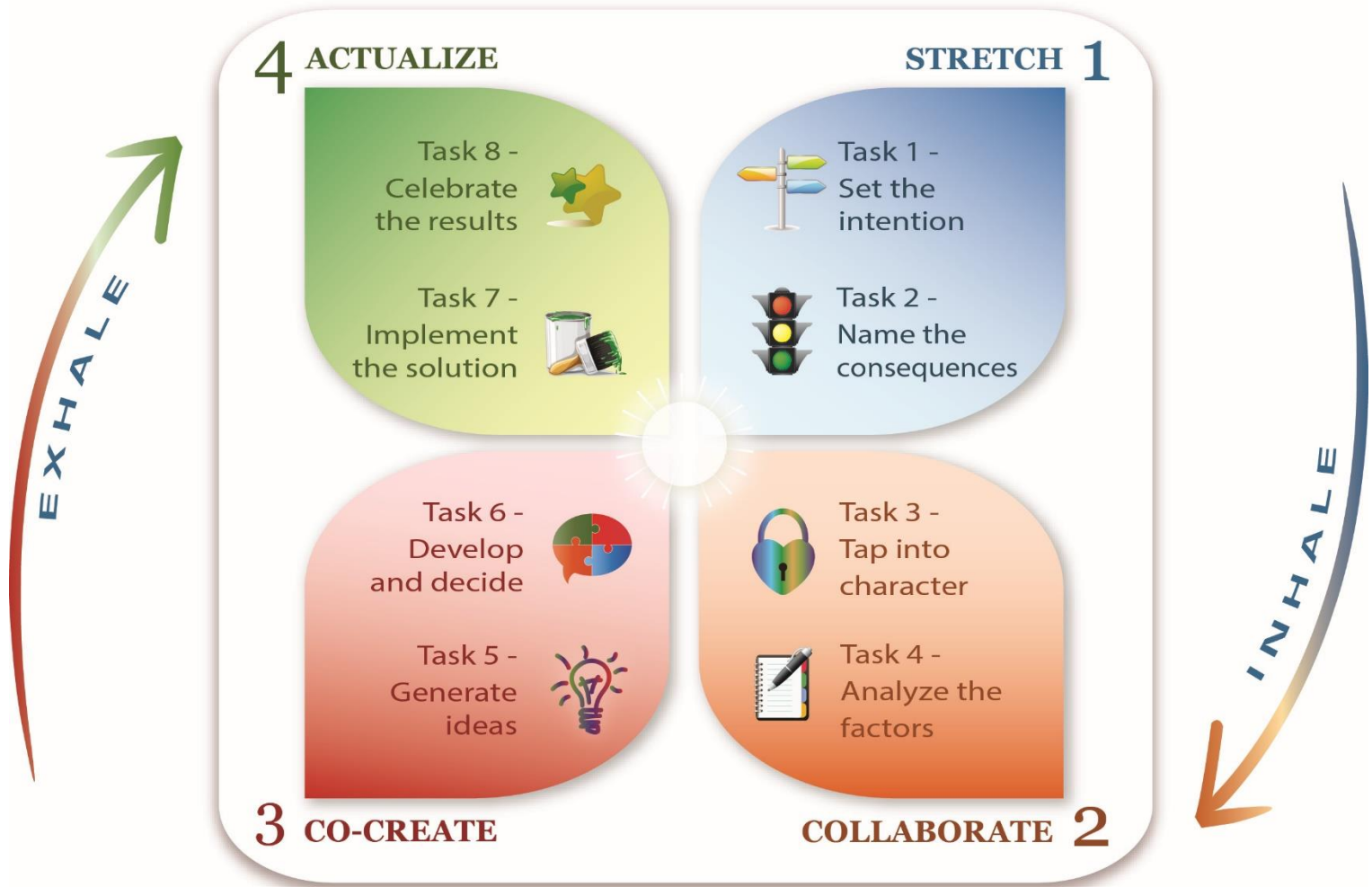
What intrigues you as "new frontier" you want to explore?

For Experimenting...

What combination of features would give you the greatest value?

Practical Applications

Innovation Styles® is not a model of the innovation process. Rather, it adds power and versatility to each stage and task of the innovation process we call BeThinkAct™



The following table is an example of how each of the four Innovation Styles[®] makes a unique contribution to the BeThinkAct[™] innovation process.

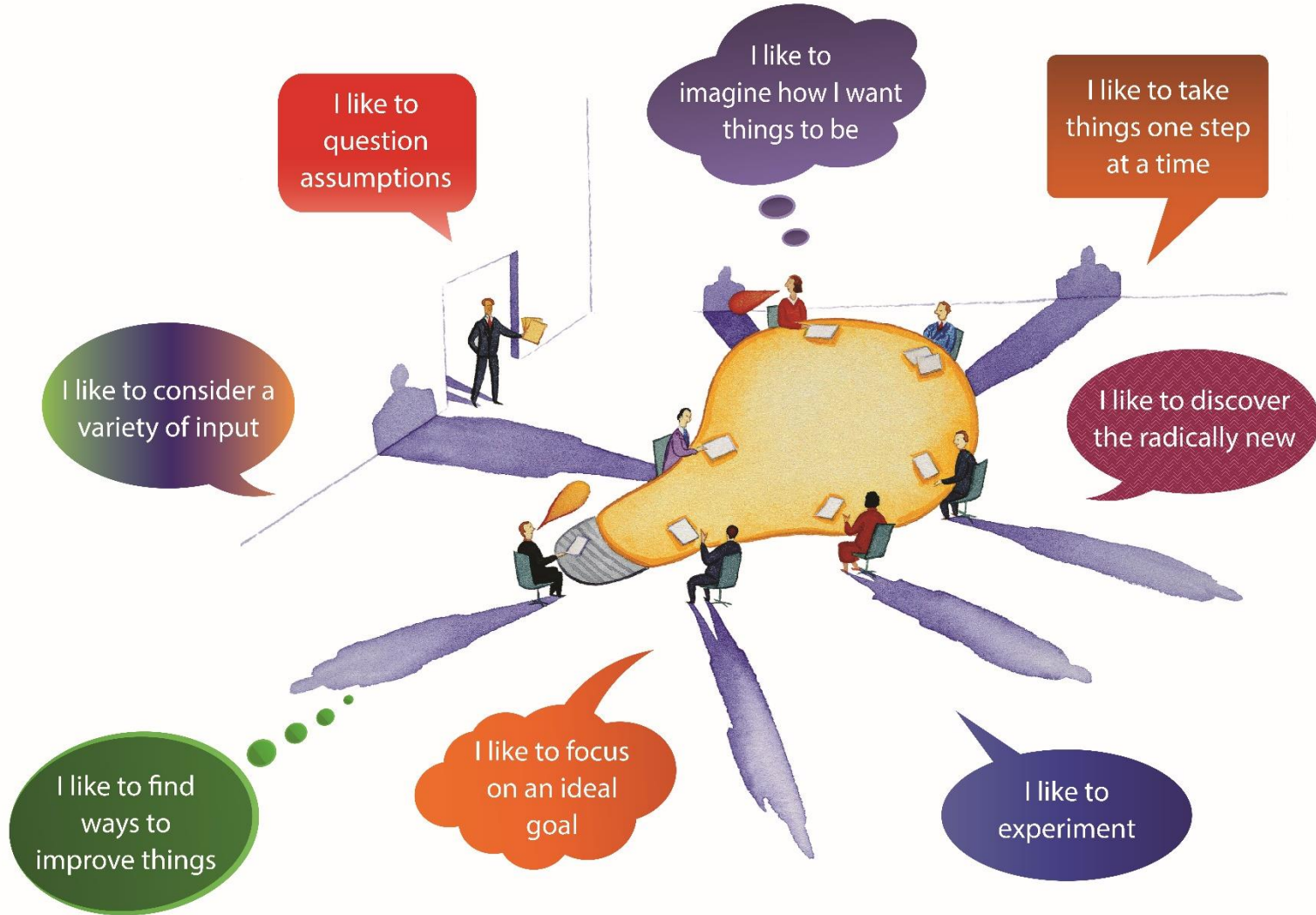


BeThinkAct [™]	Each style:	Visioning	Modifying	Exploring	Experimenting
STRETCH <i>Set an intention</i>	<i>Excels at challenges that require:</i>	A clear vision and purpose to drive the creative energy	Refining and optimizing what has been done before	Going into new territory to see what is possible	Combining different elements to create many options
COLLABORATE <i>Tap into character</i>	<i>Seeks to bring out values that:</i>	Represent high ideals	Can be practiced day-to-day	Challenge each person to live by	Are shared among many people
CO-CREATE <i>Generate ideas</i>	<i>Seeks ideas by asking:</i>	“What ideas could give us an ideal long-term solution?”	“What has been done before that we can improve or simplify?”	“What would be radically new and different?”	“What can we combine to give us new ideas?”
ACTUALIZE <i>Implement the solution</i>	<i>Is best at implementing when...</i>	Working with a plan to track progress over the long-term	Working with a plan to achieve short-term results	Working with an eye on “what’s next” after implementation	Working with a process for learning and improving over time



***By learning to use all 4 styles,
you'll be more open, flexible and self-confident!***

What's your style of innovative thinking?



Be sure to develop all 4 of your Innovative Thinking competencies:



Understand
yourself



Understand
others



Learn the
concepts



Apply
wisely



Values Centered
INNOVATION™

Enabling innovation... every person, every job, every day

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