

Session Title and Number:

Creative Leadership for Fostering Innovation (W119)

Speaker Names:

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Learning Objectives:

1. Analyze factors obstructing innovation and creativity in your organization.
2. Apply ITS methodology tools to create organizational innovation
3. Transform your cognitive images to tangible designs.

Through Human Resource Development

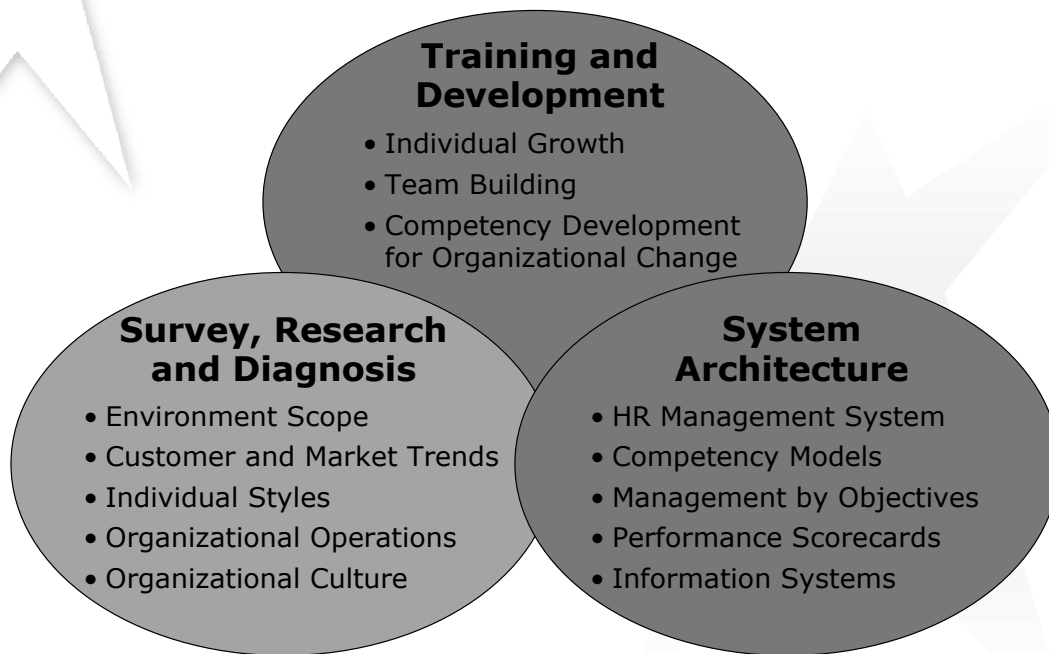
Group Vitalization and Organizational Change,

We provide management solutions.





Management Solutions



Corporate Profile

- Established in 1964 in Japan
- 470 employees
- 150 full-time professional consultants
- 21 sales offices
- US \$74 millions in sales (fiscal year 2005)
- Group companies:
 - Lincrea Corporation
 - Beacon Information Technology Inc.
 - Lecture Services, Inc.
- Overseas subsidiaries:
 - Business Consultants Network, Inc. (San Francisco, Los Angeles, New York)
 - BCon Korea, Inc. (Seoul)
 - Business Consultants (Shanghai), Inc.
- Website access:
 - info@bcon.co.jp
 - www.bcon.co.jp
 - www.BConNetwork.com (English)



Business Consultants, Inc.

Innovative Thinking System

Creative Leadership for Fostering Innovation



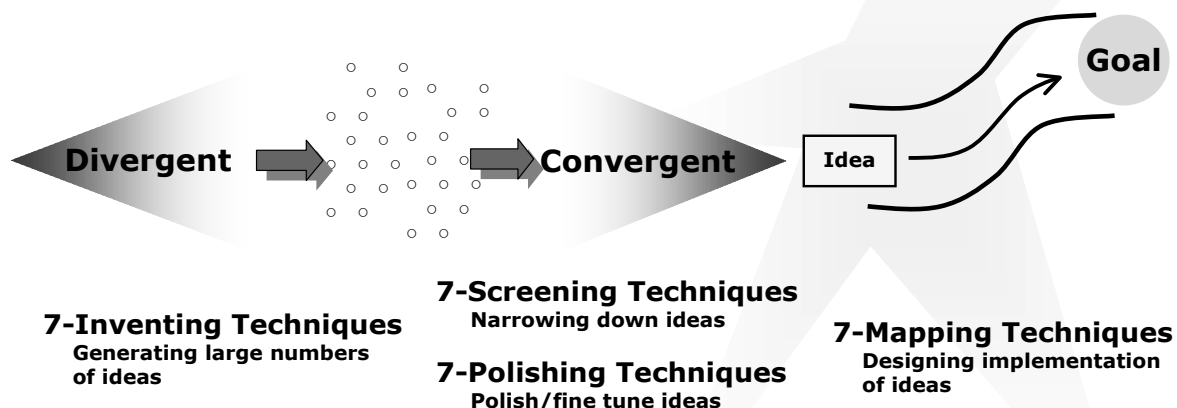
Overall Outline

Innovation = Creativity + Implementation

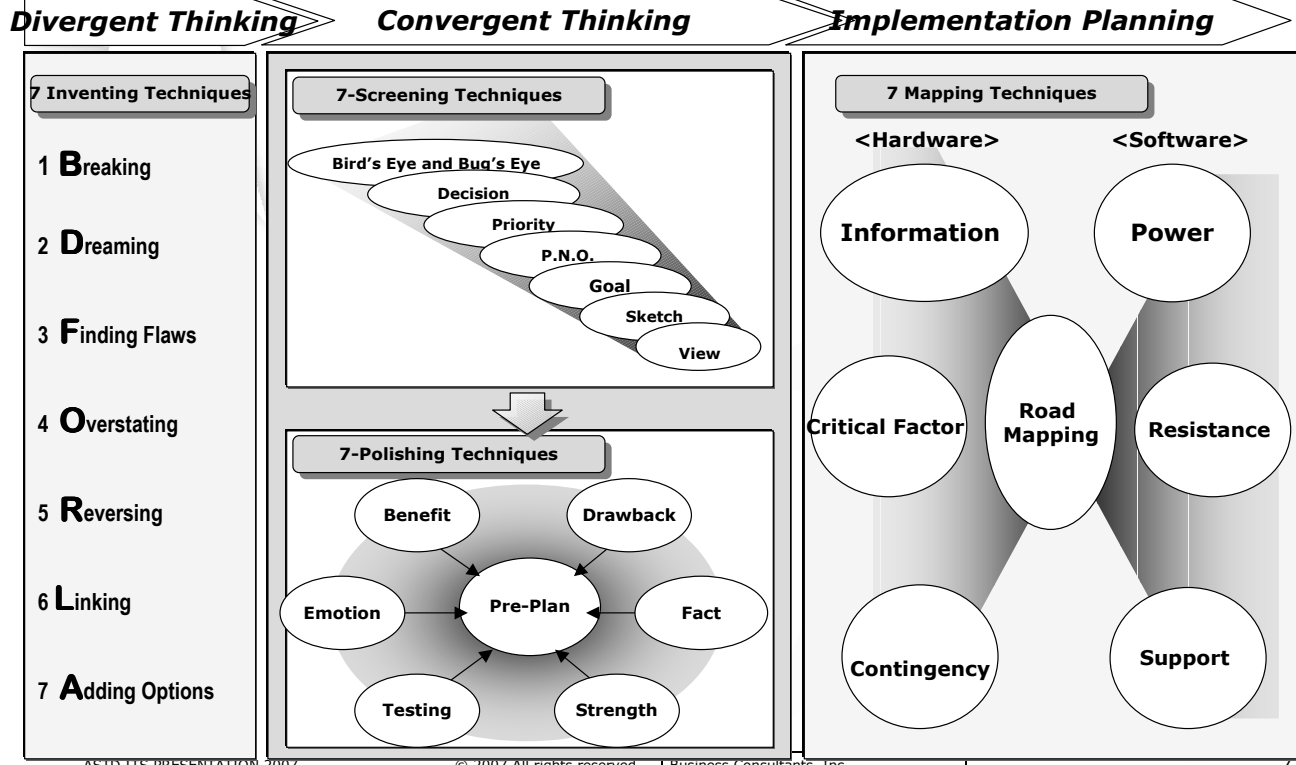
【Divergent Thinking】

【Convergent Thinking】

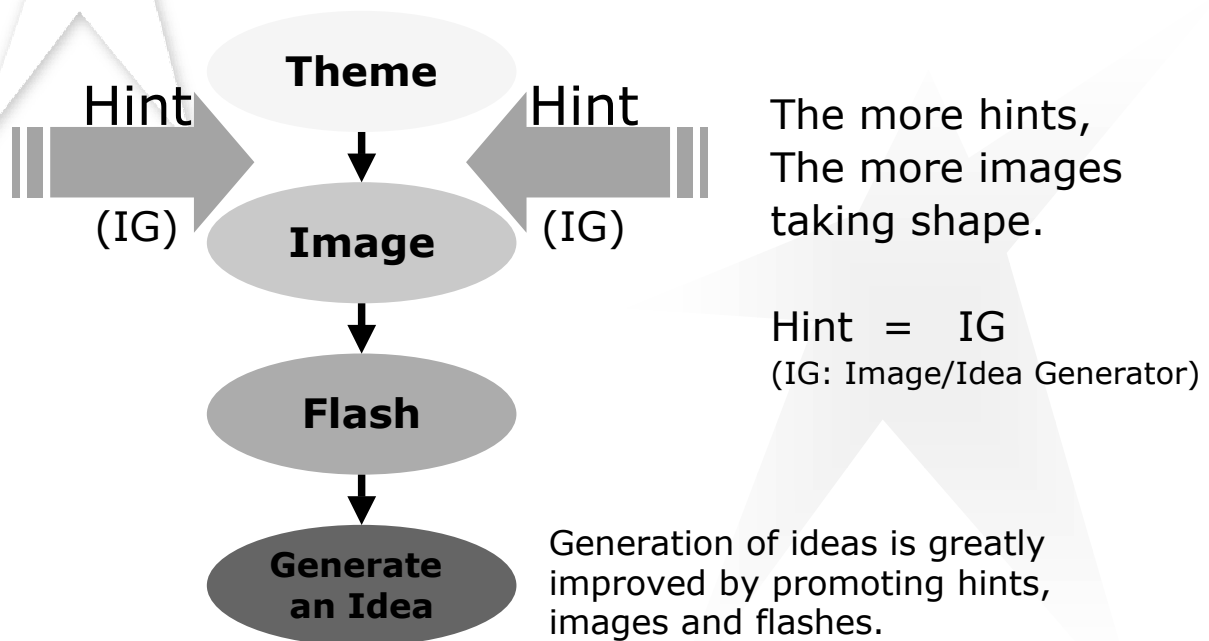
【Implementation Planning】



The Innovative Thinking Seminar



The Mechanism of Idea Generation



Technique F (Finding Flaws)

Theme: New ideas for hotel services.

Flaw	IG (Solved state)	Idea
I must pay at the reception desk when I check out.	I can quickly check out without coming by at the reception desk to pay.	The bill will be sent to my home later and I can just leave the hotel without paying when I check out.
I must wait if the restaurant is crowded.	I can take a seat any time even though there is a long line to wait.	There are tables reserved for those who are staying at the hotel.

Technique F Basic Activity - 1

Theme: Ideas to improve city bus service

Flaw	IG	Idea

Technique B (Break)

Theme: Ideas for new types of shoes.

Common Sense	IG (Breaking)	Idea
1. Put shoes on feet	DO NOT put shoes on feet	Slip on shoes
2. Wear shoes when you walk.	DO NOT wear shoes when you walk.	Shoes for curing athlete's foot
3. Shoes with heels	Shoes with NO heels	Fitness Shoes
4. Variety of sizes	NO variety of sizes	

Technique B Basic Activity -1

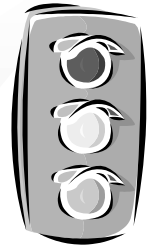
Theme: Develop innovative concepts for taxi service.

Common Sense	IG (Breaking)	Idea

Technique L (Linking)

Theme: A new type of cigarette.

IG (unrelated word)	Image (feature to link)	Idea
traffic signal	red	cigarette with a red marking for caution.



Theme: A new type of newspaper.

IG (unrelated word)	Image (feature to link)	Idea
flower	scent	newspaper with flower scent

Technique L Basic Activity -1

Theme: New strategies to effectively run a meeting

IG (unrelated word)	Image (feature to link)	Idea

Self-Constraining Straps of Thinking

The self-limiting parameters preventing the emergence of new ideas and behaviors.

Business Environment

Organizational Structure

Business/Company Background

Colleagues and Higher Ranks

Budget

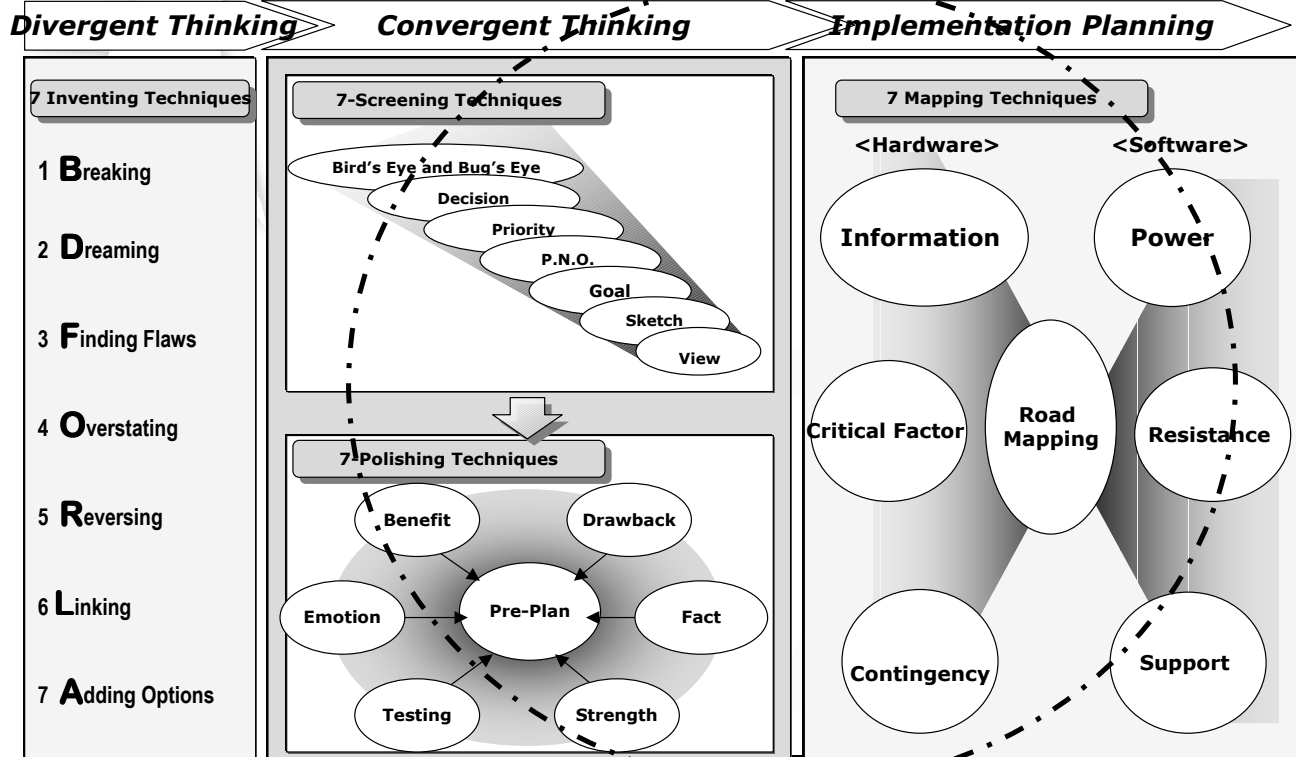
Self

Human Resources

Technology

Timeframe

The Innovative Thinking Seminar





Screening Tools

- Bird's eye/
Bug's eye
- Decision
- Priority
- PNO
- Goal
- Sketch
- View
- Macro view/
Micro view
- Inductive reasoning
- Criteria based
- +/- / Originality
- Meeting objectives
- Rough planning
- From top management's
perspective



Polishing Tools

- Emotion
- Benefit
- Drawback
- Fact
- Strength
- Testing
- Pre-Plan
- Anticipating reactions
- Focus on positives
- Correct negatives
- Research needs
- Improve the product
- Pilot or prototypes
- Presentation
preparation



Mapping Tools

- Information
- Critical factors
- Contingency
- Power
- Resistance
- Support
- Road
- Research planning
- Flow chart
- Crisis management
- Influence
- Negotiation planning
- Relationships
- CPM, PERT, Gantt

Output from Innovation Meeting (Excerpt)

After a 3-4 day training of our ITS program, our clients usually have an "Innovation Meeting" to come up with ideas regarding their actual business themes.

Following are examples of some of their results.

- 15 participants/2-day meeting
 - 1,000 ideas
- 60 participants/2-day meeting
 - 3,600 ideas
- 185 participants/2-day meeting
 - More than 8,000 ideas
- 20 participants/2-day meeting
 - 400 ideas
- 6 participants/20-day meeting
 - 6,500 ideas



Remember...

Innovation = Creativity + Implementation

