

Roles of Innovation

Innovation

- All movements are human powered
- Innovators focus on verbs: Create, Experiment, Inspire, Build
- People creating value through the implementation of new ideas

The Ten Faces of Innovation by Tom Kelly, with Jonathan Littman

One of the biggest obstacles to innovation is the way people in groups or teams react to new ideas. More often than not, at least one person takes on the role of the Devil's Advocate thinking of all the ways to kill an idea with the mistaken belief that if the person presenting the idea can overcome all the objections, it must be a good idea.

Reader's Theater

"The New Idea"

Setting: Worship Committee

THE NEW IDEA: A Worship Committee Meeting

- Innovator: I have been thinking about the way we have been doing communion and because of the flu season I think we need to make some changes. First, instead of people grabbing their own bread from the loaf, I think the communion server should break off a piece of the bread and put it in each person's hand as they come forward to take communion.
- Naysayer 1: That will never work.
- Naysayer 2: What if the communion server doesn't wash his hands?
- Naysayer 3: I agree. I know where my hands have been before I get a piece of bread.
- Innovator: Second, I think we should stop using Hawaiian Bread because I notice when people dip the bread in the grape juice, lots of time it breaks off and floats on top of the juice.
- Naysayer 1: People won't like that. We have been using Hawaiian Bread since I can remember.
- Naysayer 2: But I like the taste of Hawaiian Bread and grape juice. It just makes my day. It reminds me of my honeymoon in Hawaii.
- Naysayer 1: You had better be careful. You are messing around with things that are Holy.
- Naysayer 3: You can't do that. That's the bread Jesus used!!!
- Innovator: Third, I was reading on the Internet that some churches use a bread machine and cook the bread early in the morning so when people arrive they can smell the fragrance of fresh baked bread. It builds the anticipation as people prepare for communion, plus it doesn't break off in the juice.
- Naysayer 1: You use the Internet. I think I'd better pray for you.
- Naysayer 2: I heard the aluminum they use in the pans in bread machines effects people's brains. I hope you haven't been eating a lot of bread from those machines. Is that where your new ideas come from?
- Naysayer 1: What if it starts a fire?
- Naysayer 3: We have to use Hawaiian Bread. That's the bread Jesus used.

Answer these questions:

- What arguments did the Naysayers use to shoot down the idea?
- What facts or information were their arguments based upon?
- How willing will the Innovator be to share another new idea?

Tom Kelly in his book, *Ten Faces of Innovation (Doubleday, 2005)*, talks about ten positive roles people can play when presented with a new idea. Have each person in your team or group take this *Roles of Innovation Assessment* to see what positive role they most easily play when a new idea is presented.

One → Read through these positive Roles of Innovation people play as they approach new ideas. Look to see which description best fits the way you work with a team or group as you build upon new concepts and plans.

		T W O	List Four positive <u>Roles of Innovation</u> that you are most likely to play when you encounter a new idea or situation.	T H R E E	Look at the four <u>Roles</u> you identified and list the #1 Role of Innovation you usually play in a group or team when presented with a new idea or situation. Then list two Roles of Innovation you occasionally play.
The Anthropologist:	I like thinking about how an idea will affect people and their relationships with others				
The Director:	I enjoy helping groups and teams generate ideas and responses that moves things forward		1.		
The Cross-Pollinator:	I like looking at an idea from many different perspectives (spirituality, the arts, sports, politics, science, and the media) and then boiling it down to what is most important		2.		
The Experience Architect:	I love to create the experience people will have when they try out something new		3.		#1 Role of Innovation
The Hurdler:	I let nothing get in the way of making a great idea become a reality		4.		
The Set Designer:	I like to develop the environment (room, lighting, sound, seating, etc) where new ideas take place				Occasional Role
The Experimenter:	I enjoy improving something step-by-step until it gets the results that is desired				
The Caregiver:	I like to focus on how an idea will affect people and try to anticipate their needs				Occasional Role
The Collaborator:	I love getting a diverse group of people together to generate connections and ideas				
The Storyteller:	I enjoy creating the story of why we want to do this new thing and how its moves our vision forward				

Reproducible – copies of the Roles of Innovation may be made by churches who are signed up for the Innovative Leadership Project. Based on *Ten Faces of Innovation* by Tom Kelley, Doubleday, 2005. ©2011 Craig Kennet Miller, GBOD

The Learning Roles

- 1. The Anthropologist:**
Examines human nature to discover new ideas
- 2. The Experimenter:**
Step-by-step risk taker who gets results
- 3. The Cross-Pollinator:**
Sees patterns in a wide spectrum of information and boils it down to its essentials

The Organizing Roles

- 4. The Hurdler:**
Knows how to overcome obstacles
- 5. The Collaborator:**
Has a knack for bringing eclectic groups together to bring out their best
- 6. The Director:**
Knows how to spark the creative gifts of others

The Building Roles

- 7. The Experience Architect:**
Creates experiences that connect with deep needs
- 8. The Set Designer:**
Develops environments that spark innovation
- 9. The Caregiver:**
Treats customers as people first and anticipates needs
- 10. The Storyteller:**
Motivates and casts vision through compelling stories

Compile Roles Of Innovation Assessment

After completing your Roles of Innovation Assessment, work with your group or team to share results. Using the charts below, list each name next to the #1 Role of Innovation that each person identified. Next, using the same process, identify the Occasional Roles (use a different color).



Learning Roles

- Anthropologist
- Experimenter
- Cross-Pollinator



Organizing Roles

- Hurdler
- Collaborator
- Director



Building Roles

- Set Designer
- Caregiver
- Storyteller
- Experience Architect



Discussion: Looking at your results, answer the following questions:

- Which Roles is your team or group most likely to use when looking at a new idea?
- Which Roles is your team or group least likely to use?

- How are your Roles of Innovation grouped?
- Which has the highest number, which has the lowest?

- What does this tell you about your team or group receptivity to new ideas or plans?
- What is your strength? Where is the most room for improvement?