

INSIGHTS & LEARNINGS

FROM

INNOVATING WITH DIVERSITY '07

JUNE 12TH IN COPENHAGEN DENMARK

CONFERENCE INSIGHTS & LEARNINGS FROM INNOVATING WITH DIVERSITY '07

By conference organizer *Susanne Justesen (DK)*

Thank you so much to each and every one of you who participated in INNOVATING WITH DIVERSITY '07 – which to me was a wonderful, inspiring and none the least insightful day. I learned so much from listening to, engaging with and talking to so many different people. I hope you took home both some learning points and none the least just an insight on June 12th 2007.

With this issue of “Conference insights & learnings” it is my hope that we are able to capture at least some of the learnings and insights occurring during the day of the conference. You will find much more on the conference website, e.g. presentations, individual summaries, pictures, speaker profiles, audio, video etc – so please also have a look at all of this at the website, e.g. www.INNOVATINGWITHDIVERSITY.com.

On the following pages you will find a brief summary of each of the speaker presentations, together with pictures, slides and models used. So if there was something you learned during that day, that you thought you might be able to use in your daily work, it is my hope that this Conference Insight & Learnings may be help in making such change happen.

KEY INSIGHTS & LEARNINGS

Bettina von Stamm (conference chair) and I have – based on the postings ymade on the learning walls, identified the following issues and themes to be the predominant learnings and insights from this year's INNOVATING WITH DIVERSITY.

The conference was set up to explore the role of diversity in the context of innovation. Because innovation happens when different bodies of knowledge are being connected, when existing habits and assumptions are challenged - not when everyone has the same background and mindset. Diversity is a lot more than just culture, gender, age and education. Some of the themes that came through strongly throughout the day are briefly addressed below.

Innovation as exchange and combination

Great innovation is more often than not the result of

recombining and reconfiguring existing knowledge. It happens when different knowledge domains are being connected. That's why diversity plays such a crucial role in innovation. So if you are setting up an innovation team make sure you case the net as wide as possible. Bringing different industries together is particularly powerful. But most importantly, make sure that the diversity is not only there, but also challenged and used in the innovation process

The role of management

One of the things that were mentioned not only in several presentations but also in many of the discussions during the day was the important role of management. Management should be facilitating rather than controlling innovation. Rather than being obstacles to innovation and posing constraints, management should instead be seen as a strong promoter and facilitator of innovation.

Working with different people

Working with people who are 'not like us' is not an easy task. Diverse teams that are not used to diversity derail quite quickly unless support and facilitation is offered. So some of the key components of successful collaboration across diverse participants are awareness of what each person brings to the table, respect for different competences and styles and mutual understanding. It is important to be able to work with people that you really do not like.

But only mentioning these three topics is really reducing the complexity of the day, so I hope you will draw your own conclusions, and hopefully the remainder of this Conference Insights & Learnings, will help you define your own most important take-aways from INNOVATING WITH DIVERSITY! ENJOY!

And now all that is left for me is to wish you all a very pleasant summer!

Susanne Justesen

INNOVERSITY

LEARNING FROM 24 TOP INNOVATORS

By Bettina von Stamm (UK) Innovation Leadership Forum

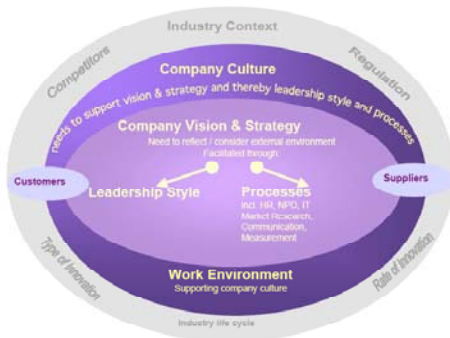
In her opening keynote Bettina Von Stamm described a study she made of innovation best practices and future challenges among top innovators. Bettina von Stamm referred to the report she published on the subject last year, and which is available under learnings from Bettina von Stamm at the conference website (www.innovatingwithdiversity.com)

The need for leadership: In the framework presented by von Stamm, she emphasizes the need for a clear innovation strategy and none the least the need for innovation leadership. You cannot just tell people to be innovative and expect anything to come from that, you need to inspire people to be innovative. Von Stamm describes how one management team that she worked with explicitly stated that it is their responsibility as management to defend and protect an innovation team, rather than to control or check them. As a consequence people participate in innovation more willingly, and engage them more actively in the whole process.

In her opening talk, Bettina also addressed the physical work environment and the need to be aware of the importance of space in connection with innovation. Von Stamm describes an example of such a physical space which became important in ensuring innovation and reflection, namely the “Garden Shed” that one manager constructed for everyone to enter and use, in order to think and reflect during working hours. By setting up this Garden Shed, this manager showed the organisation that reflection is not only okay, it is required and appreciated. But von Stamm describes how the awareness of the physical surroundings has increased significantly since her first study of innovation best practices in 2001.



The BvS Framework



Bettina von Stamm also stresses the need for so-called “Failure Parties”, as they used to do them at Hewlett Packard, where every failed innovation initiative would be celebrated. But only very few companies actually do that. Because as Bettina asked at the conference: “How many organisations take their mistakes and failures out in the open, so as to learn from such mistake?” Not very many. Even if being able to learn from mistake is one of the very important aspects of innovation performance.

According to Bettina von Stamm, innovation is very much about the overall mindset dominating in a company, and how that mindset is being propelled and managed. Bettina described how management in a company in London, which was located very close to Hyde park. The CEO felt that it was an important part of the company image that they were located this close to Hyde Park, so he spent a lot of time encouraging his staff to use the park.

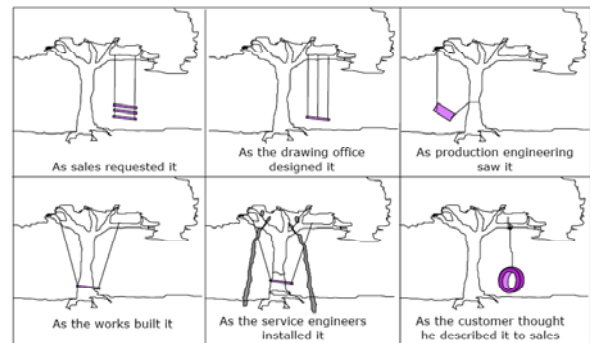
With very little success, and he simply did not understand why his employees didn’t use the park more often. But as Bettina pointed out, maybe part of the reason for why this was so, was the the CEO himself did not use the park at all. And how can you motivate for change if you do not as a leader act as a role model for the change you are trying to inspire. Management has to do it themselves; think of management as role models.

We need good communication: According to Bettina von Stamm, diversity is essential to innovation; “because if we all think alike, nobody really thinks at all”. So different ways of thinking is important. This leads Bettina to talk about the KIA preferences, which describes how the continuum has the innovators in one end and the adaptors in the opposite end of the continuum. Bettina von Stamm then describes how different professions tend to cluster differently along the KIA spectrum, where for instance medical practitioners are described as being adaptors; since they should not experiment with every new patient.

Von Stamm also describes how it is rather different whether people really see themselves and want to see themselves as innovative. Everyone has something to contribute with, either as innovators or adaptors. Innovators continually bring about new ideas, however they find it difficult to implement these ideas. One is not more right than another; both preferences are equally necessary in the innovation process.



In terms of these differences and the ability to communicate, Kirton found that if the differences on the between two people on the Kirton Adaptor Innovator scale is more than 10 points, misunderstandings are likely to occur in their communication. If the differences are higher than 20 points, this may potentially bring about severe conflicts. Only if there is genuine respect and appreciation in a team are they likely to benefit from diversity. And there seem to be a range of different ways in which one can work towards such an inclusive environment.



© Dr Bettina von Stamm Source: Michael Smith in Lawrence, 1990
www.innovatingwithdiversity.co June 2006

Bettina von Stamm wraps up her presentation by stating that: “Innovation needs passion. Without passion innovation can’t happen”.



The table discussions among conference participants about the talk of Bettina von Stamm resulted in the following insights being posted on the learning wall:

- *Involve users in the innovation process for inspiration – but don’t trust their statements about needs*
- *Use prototyping to get early market feedback from customers*
- *What works in some companies may very well not work in other companies*
- *Leadership = inspiration for innovation.*
- *Innovation = changing the way a company thinks*
- *Innovators need adaptors to make things happen*

- *Different people have different approaches to working with innovation, e.g. surgeon vs medical researcher*
 - *Teams need physical space to help them take time out to actually think*
 - *"Persons are not right or wrong – just different"*
 - *Innovative organizations put failure in the limelight*
 - *Innovation is about the way the organisation thinks, not so much about processes, people or environment*
 - *Not important which process as much as how it is used*
- *A physical space is necessary to take time out to think*
 - *Importance of leadership*
 - *Celebrate and learn from failures*
 - *Passion*



INNOVATING WITH YOUR CUSTOMERS

By Tim Harrison (UK) from Kraft Foods

Tim Harrison from Kraft Foods described how they at Kraft Food have very good results from working closely with their customers in the supply chain. Kraft food is ranked second largest in the world of packaged food, which makes Kraft Foods a very large company.

What is a supply chain? In order to describe what a supply chain actually is, Harrison uses the example of the supply chain of coffee. It begins with the raw materials, who are they processed in a Kraft factory, then moved to a Kraft warehouse. From there it is transferred to a retailer warehouse, and the retailer then moves it to the store, and then finally, the coffee ends up in the shopper's basket. That is the supply chain!



When there are empty spaces on the shelves in a shop, it is usually due to some kind of failure in the supply chain. The primary focus in the talk given by Tim Harrison is the chain between Kraft warehouses and the retailer warehouses. Kraft Foods has a very global supply chain.

The IDEO/ Joint value creation process: The process used by Kraft Food for innovating with their customers in the supply chain has been developed in collaboration with the design company IDEO. When describing what IDEO is all about and what they do, Harrison says that at IDEO “they design things”.



But when they were asked by Kraft Foods to design a supply chain innovation process, that was a new thing to IDEO, they had never done that before. So they developed the process together, and within Kraft

Foods, the process has now been called the “IDEO / Joint Value Creation Process”.

It started in 2004 in the US, and when it became a success in the US, when Kraft Foods won an award for supply chain innovation, a similar program was started in the UK with Tesco. Tesco is the number one retailer in UK with an 86 billion turnover. Tesco operates in 10 geographies and has 1898 stores in the UK.

The process of collaborating to innovate with the customer can be divided into the following steps: to understand, align, observe, ideate, prototype and finally to implement. The participants in the process would usually be approximately 10 high level people from each company. In the case with Tesco they were 6 from Kraft and 4 from Tesco. Participants were all high level decision makers, plus people from finance, from advertising, and even people who knew nothing at all about neither supply chain nor retail.



Pictures instead of words: Harrison stressed that one of the important aspects characterising their process was that no thick reports were filed or made in the process. In the process they they do not take notes, they draw pictures, which they can take home with them and hang on their walls.

They spend two days together, very intensively – where the group is together all the time. They are there together, experiencing together. They visit different things, which are different from Tesco, such as for instance Copenhagen Airport, Los Angeles Times etc. They visit neutral territory. They make use of divergent and convergent brainstorming. What is the objective of the day, how might we...? They set the scene, make people feel comfortable and bonding.



Innovation is about passion: The result of the process between Kraft Foods and Tesco was 450 ideas, which were then translated and further developed into six strategic platforms that they decided to pursue together. It is a very strong and powerful process. Harrison talks about passion: this process produces passion: it is a very simple process and people get very engaged because of it.

Insights from innovating with customers: Harrison stressed five learning points in particular that he would like to share based on his experience from innovating with customers, namely 1) Get the right group (influencers, owners of processes, and make sure you also have non supply chain people involved), 2) Keep them together as much as possible to avoid cliques and ensure connections (for instance in a bus), 3) Analogous and neutral observations a must (outside the company, in a place which is safe for both parties), 4) Different idea capture very powerful (creates a story..), and finally 5) Rapid prototyping essential (delivers the benefit..).



The table discussions among conference participants about the talk of Tim Harrison resulted in the following insights being posted on the learning wall:

- *Safe environment important to innovation*
- *Face-to-face MATTERS*
- *Analogous observations important so ensure an outside-in approach to innovation*
- *Analogous observations should happen in a neutral field*
- *Analogous observations – importance of seeing with own eyes*
- *Important to challenge existing paradigms*
- *Importance of bonding and being together informally*
- *Difficult with a high degree of diversity in groups*
- *There is value in bringing in "blank" people (who do not know the topic), because they can ask "stupid" questions, and such questions are then accepted and answered by experts in the group*
- *Cartoons and illustrations important in securing group dynamics, and for selling to the rest of the organisation*
- *Trust established through bonding and being together informally – by seating everyone in the same bus, and by "winning and dining"*
- *No sacred cows should be allowed*
- *Creating an innovation space can be done relatively easily – space really matters*
- *The innovation mindset is not necessarily (and most often not) restricted to your own company*
- *What type of diversity is the most valuable? Across function, age or seniority?*
- *Innovating in the public sector is different from innovating in the private sector, sense of urgency is different*
- *Although the innovation process is efficient / creative / successful, the biggest hurdle is to set up the meeting with the right people, e.g. the people in power (decision-makers)*
- *Facilitating vs driving innovation, when to do what?*
- *Visualisation is key*
- *Preparation is key (planning of teams)*
- *There is value of bringing in the consumer:*
 - *Coloplast: 50/50*
 - *Arla Foods: Not enough, primarily involving chiefs*
 - *LEO: To test needs (patients) but not to generate ideas, which is done with doctors*
- *IDEO as process designers*
- *Supply chain management process very suitable (directly financial beneficial) for innovation processes*
- *Different way of capturing ideas, the cartoons*
- *Visualisation and externalisation of ideas and discussions (on posters) creates an effective process – and ownership of the results*
- *The innovation mindset*

**INNOVATION IN GEOGRAPHICALLY
DISPERSED TEAMS**

By professor Jonathon Cummings (US), Duke University

Jonathon Cummings discusses how to innovate in international team based on a study across different companies, in order to understand what works for innovation



Cummings in his presentation thus focuses on geographic diversity, because in his research he found geography and localization to be one of the most significant dimensions of diversity as a source of innovation. This because geography to a large degree determines who you are and who you spend time with.

Cummings uses the example of computer chips, and a company working to innovate a completely new chip design. The team members working on the innovation project, were all located in different countries (US, Israel, Singapore). The team member didn't come up with the design but borrowed it from a colleague. The team was able to use the knowledge in the company or in the network.

Cummings argues how spatial and temporal dispersion are both important aspects of innovation. Cummings describes his use of online surveys in his research, where he by now has an overall sample of 1300 innovation projects that he has been surveying in his research. One of the findings from this research showed that the less dispersed the team, the less knowledge was being shared in the team, Thus knowledge sharing and innovation was found to be correlated.

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Benefits of Geography

- Exposure to unique sources of knowledge
- Observe various local market conditions
- Access to specialized information and expertise
- Capitalize on member experiences and contacts
- Diverse information flow through supervisors
- Bridge different units across the corporation

However, geographic dispersion was not directly correlated with innovation, but Cummings found the correlation in an indirect way; since distributed teams that do interact frequently would be more successful.

However, Cummings also described how there are certain costs associated with geography, which would tend to make it difficult for groups to develop a common understanding; trouble coordinating work at a distance, challenging to integrate different ideas, problems reconciling dissimilar points of view (conflict), contradictory demands from supervisors (people report to different supervisors can lead to confusion), incompatible knowledge transfer across units (people report not being receptive of knowledge).



But there are most certainly also benefits from geography, namely: exposure to unique sources of knowledge, observe various local market conditions, access to specialized information and expertise, capitalize on member experiences and contacts, diverse information flow through supervisors, and the ability to bridge different units across the corporation.

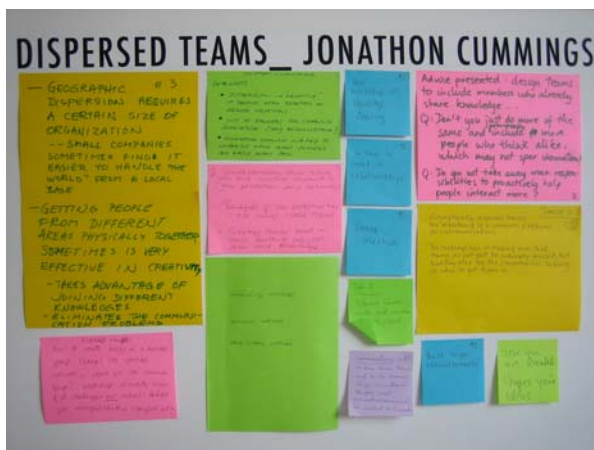
Some of the barriers to knowledge sharing identified by Cummings were the reluctance towards knowledge sharing, e.g. "why do I need to share knowledge, my team has everything it needs". Or, "I would like to share knowledge, but I don't know who to share it with"; and finally "I am not supported or rewarded for sharing knowledge" (my boss does not reward me for sharing knowledge). But according to Cummings, these barriers can be overcome.

Cummings argues that fostering knowledge sharing is about: 1) designing teams to include members who

already share knowledge; 2) Improving connectivity among employees, through workshops or knowledge fairs, and 3) Building a culture that supports knowledge sharing, including cooperative incentives (reward groups).

Cummings concluded his presentation by arguing that distributed innovation is an increasingly important phenomenon in organizations; and that geographic dispersion is a critical form of diversity in teams, and that knowledge sharing is a key factor in determining which teams will succeed, and which teams will fail.

The table discussions among conference participants about the talk of professor Jonathon Cummings resulted in the following insights being posted on the learning wall:



- Getting people from different areas physically together sometimes is very effective in creativity
- Small companies sometimes find it easier to handle "the world" from a local base
- It is all about taking advantage of being present in different knowledge systems
- Geographical distribution may eliminate some communication problems

- How to create energy in a diverse group through the informal networks – where are the common bonds?
- Celebrating diversity even if that diversity challenges ones own values and beliefs
- Get divergent thinking AND convergent action
- Dispersion => negative if people work together on remote locations
- The list of barriers for sharing knowledge was very recognizable
- Knowledge sharing is a key to unlocking which teams succeed and which teams fail
- Understanding that where you are located impacts your perception and behaviour
- Benefits of external ties – avoiding the "closed" teams
- Creating teams based on social skills, not just functional skills and knowledge
- Proximity matters
- Bonding matters
- Face2face matters
- Have workshops or knowledge fairs, e.g. knowledge sharing
- It pays to invest in relationships
- Group incentives important
- Difference between creating and maintaining network connections / bonds
- Connections both within diverse teams and with the surroundings is critical, therefore good connectors and good communication is necessary for innovation
- Liked Cummings advice on designing teams to include members who are already good at sharing knowledge
- Don't just do more of the same and avoid putting together people who think alike, this does not foster innovation
- Do you not take away management responsibilities to proactively help people interact more?
- Geographically dispersed teams – the importance of a common platform for communication
- The challenge lies in making sure that teams do not get too internally focused, but that they also see the competencies lacking in order to get access to such competences
- Build larger external networks
- Where you are located shapes your ideas

RESEARCHING HOW TO INNOVATE WITH DIVERSITY

By Susanne Justesen (DK), Copenhagen Business School and INNOVERSITY

Justesen talks about her recently finalised PhD project with the title: “Navigating the paradoxes of diversity and homogeneity in innovation processes in practice”. In her research Susanne studied innovation processes in six different organisations, e.g. Arla Foods, Danish Broadcasting Corporation, Jyske Bank, Lego, Leo Pharma, and Novozymes.

Susanne Justesen studied diversity by observing groups during meetings; by making a social network analysis, and by interviewing innovation practitioners. Justesen begins her presentation with a brief discussion of diversity, what diversity is and how diversity was seen to be constructed in innovation processes. In her research Justesen defines diversity as “availability and use of multiple knowledgeable identity domains – simultaneously”. Hereafter referred to as knowledge domains.



Justesen with this definition then stresses the point that it is not enough to have diversity *available* in a group – diversity needs to be activated and used within the group, for diversity to “exist” within this definition. Each knowledgeable identity domain, which Justesen defines by either demography or functionality, represents a unique set of perspectives (how a particular problem is understood) and heuristics (how a particular problem is addressed and solved).

One of the things that surprised Justesen in her research was the degree to which the groups had difficulty in actually benefiting from and making use of the different (available) knowledge domains in their innovation practice. This was often caused by one or two domains seemingly dominating the innovation practice, thus making it difficult for other domains to be activated and used in the practice.

One of the ways in which Justesen described why and how some domains were more difficult to activate than others, was the way in which a particular domain could

be coated by identity. She described how every knowledge domain was seen to be always in the process of getting either thinner or thicker. A thickly coated domain would prevent the activation and use of the perspectives and heuristics pertaining to that domain.

A thick coating would result in someone would spent most of their interaction in the group around defending the identity of their particular identity domain, e.g. woman, engineering); and thus not engage in exchange and combination of knowledge.



Justesen found some of the ways in which the innovation groups managed to actively benefit from and use their diversity in innovation practice was: 1) by ensuring awareness of available domains (talk about their different perspective/functionality), 2) by legitimizing relevant available domains, and (inviting the different group members to speak aloud), 3) by actively managing the diversity.

Diversity was used in innovation practice especially when group members would challenge each other. But also by engaging in what Justesen calls “talking-over”, where group members would talk-over the group conversation, when they felt challenged. This talking-over thus allowed for a certain renegotiation among group members; as they would turn towards group members that they expected would support them. Management thus, according to Justesen, need to be able to manage multiple conversations at once.

The construction of homogeneity: According to Justesen, homogeneity is constructed in a group when one knowledge domain is allowed to dominate the group conversation. In this sense homogeneity often results in the innovation process being non-innovative practice.

Because if group members are not being challenged in the group, how is new knowledge to be created?

Innovative innovation practice equals, according to Justesen, doing things differently. If a group has a lot of different domains, but don't use them is not innovative practice. The way we normally do things has to be to change, otherwise that practice is not innovative. However, even if the innovation process is not innovative, it may allow for learning to take place.

Since handing in her PhD dissertation, Justesen has been experimenting in different ways to see if and how her key findings could be used and applied in the design and facilitation of innovation processes. Together with the design company VIA Design, Susanne thus designed an innovation process for a customer, in which they set out to begin the innovation process by identifying the different knowledge domains available in company, and none the least in the innovation team.

They did this in a five step process, where they first identified all of the possible domains, and then interviewed each of the nine group members, to find out which domains they would each be knowledgeable about. Based on this a group map of the domains in the group were constructed, which visualised the knowledge available in the group, but also what knowledge the group did not have available. The "experiment" is in a very early stage, so whether or not this approach to innovating with diversity is beneficial has yet to be discovered, but the process thus far had been very promising.



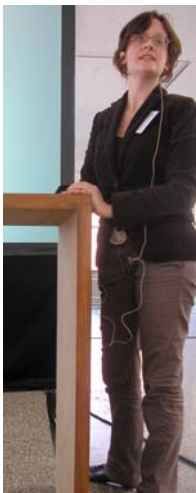
The table discussions among conference participants about the talk of Susanne Justesen from Copenhagen Business School / INNOVERSITY resulted in the following insights being posted on the learning wall:

- *Keep the ball in play – keep diversity in use!*
- *Understanding why you agree or disagree*
- *Important to have a culture in which you can question without judgement*
- *Non-homogeneous group tend to make decisions based on merits rather than preferences*
- *The nodding-game is also a power game! And something is being lost!*
- *Also important to bond on the similarities to create trust and relations*
- *Importance of understanding available domains*
- *Culture of inquiry*
- *Open innovation => aggressive reactions*
- *Endogenous and extraneous*
- *Coating and insecurity*
- *Availability and legitimacy => power*
- *Chaos can be multiple conversations and that is GOOD*
- *Talking-over in groups means better innovation*
- *Innovation ≠ learning*
- *Start asking challenging questions*
- *Difference between learning and innovation*
- *It is important to recognize all the available knowledge domains and activate them during a meeting*
- *It is important to stay "naive" in the innovation process. Good idea to depart from the assumption that existing "knowledge" is enough*
- *The people who know the most are the most dangerous because once they have spoken it is difficult to revert to the topic*
- *Guessing vs knowledge*
- *"Talking-over" okay and the challenge of managing same*
- *Availability and use of knowledge => identifying the domains (really interesting)*
- *Aggressive exchanges*
- *Multiple domains engaged in decision-making*
- *How homogeneity is constructed re-affirmed my understanding of the process*
- *Visualisation and break-down of knowledge domains is useful for challenging the current situation*
- *Importance of multiple managers involved - An opportunity to challenge*

INNOVATING FOR THIRD WORLD DIVERSITY

By Roelie Bottema (Z) Vestergaard-Frandsen Group

In this presentation Roelie Bottema describes the innovation project of LifeStraw, and how innovation can be done for third world markets. Roelie Bottema is project manager in R&D. She has a background in industrial design.



Bottema initially shows a few picture illustrating the magnitude of water problems in Africa, where children walk many kilometres to get water, and they don't know about the diseases they can get from the water. Many households already have filters to use for cleansing the water they use in their own house, but a lot of people get sick from the water they drink when they leave their home, or when they travel. This is in stark contrast what we are used to, where we can just open the taps and get the water we need.

Vestergaard Frandsen Group is an international company, which is however part of a global network. They primarily sell the projects to NGOs working in the Third World. At Vestergaard Frandsen they have a project to fight malaria, which is actually one of their most successful projects. Lifestraw however is the focus in this presentation.

The situation they are addressing with Lifestraw is very serious. In Ghana people drink water, which looks and actually is mud. And more than 1.1 billion people don't have access to clean water. Some of the primary reasons for this is that so many people simply do not have access to clean water. Most often it is the woman who is responsible for getting the water (extra medical cost, hard work, disease) – and because she ends up spending so much time fetching water, it makes it difficult for her to also work.



Furthermore, the water that is actually available is often extremely polluted, and the water sources often dry up. Rainwater is of a better quality, but it is not reliable, and tends to become contaminated (mosquito, hands). The borehole is a good solution, but will only be available in the village. The taste is different so often they don't like it. Furthermore, in most cases, they have to pay to use the water pump. The pumps break and there is a risk of getting bacteria in the water.



Lifestraw attempted to address these issues, by being a personal tool which prevents bacteria. Lifestraw is basically a straw that people can use to drink from, and it lasts for about a year. After that the filters will clog and it will not be usable anymore. Bottema shows a video illustrating how Lifestraw is used, and the man from Ghana shows how he uses Lifestraw to drink from a pond with very muddy water. If he didn't use the straw he would be drinking the muddy water directly from the pond.

From the testing they did with people in Ghana they learned that people really needed this tool, they all really wanted it, because they learned that their diarrhoea stopped when they used Lifestraw. The straw was used intensively. It was popular, valued and appreciated, and people were willing to pay. People quickly began asking where they could buy it.

However, they also learned that children couldn't use it correctly. So they began developing a new straw or drinking tube especially designed for children. A very simple solution. They also learned that the way they had designed the caps – they often got lost, so the caps were redesigned. They designed it differently, they made a safety clip.



Another thing they learned when introducing Lifestraw to the market was, that they had to spend considerable amounts of time in training and educating people to use the straw correctly. So based on observations made in the field, as to how other forms of information was shared in those areas, they developed materials for the introduction of lifestraw using drawings and signs, rather than text. A very simple solution!

History of lifestraw: The project all started with guinea worms – which is a particular worm one can get from drinking dirty water. Basically it is a relatively large parasite. Vestergaard Frandsen Group invented a filter that was able to filtrate for this worm, to prevent the highly contagious disease from spreading. They were successful in that and began discussing the implications of these findings, namely that if they managed to remove the parasite from water, maybe they could also remove other parasites and bacteria. That formed the beginning of Lifestraw.



Bottema concluded her presentation by stating that the Third world markets hold huge opportunities for innovation. At the same time however, targeting those markets really requires a product that deals flexibly with diversity. The Third world is not just one world. Products and solutions therefore need to be designed for the user – involve the user. To be in this market, one has to talk to the people you are innovating for – they know more about their market than we do.



The table discussions among conference participants about the talk of Roelie Bottema from Vestergaard Frandsen Group resulted in the following insights being posted on the learning wall:

- Follow users for a longer period of time – find out if adjustments of design / communication are needed as the user group grows
- User driven innovation secures that the innovation hits the target
- Go to new markets – go to the unknown – outside the comfort zones
- Learning that you can make a profitable business of such an idea
- The seriousness of the problem
- The innovation here is the identification of the need paired with an understanding of use (or non-use or miss-use or ...)
- User centred approach to innovation increases certainty of the product's success as one gets to better understand both the user AND usage
- Smart, simple and to the point
- Innovation part actually in the definition of the need and living of the target group
- 1st world has much knowledge, long communication chains and limited ability to meet the user, whereas in the 3rd world, there is relatively little knowledge, but a direct relation and the advantages of presence and being there
- Innovation does not always empower people – more job creation and development impact if Lifestraw was to be distributed by others than NGOs
- Go into the field
- End users who are different from you force you to interact with them
- Humble attitude "Be flexible and willing to change
- Adjust to changing insights

INNOVATIVE DESIGN FROM CULTURAL & DISCIPLINARY DIVERSITY

By Senior studio Director Hans Robertus (NL) Philips Design

Philips Design is a design company born within Philips, which counts 500 employees from 30 different nationalities. And according to Hans Robertus, because Philips Design wanted to know and understand the needs of people, they have not only designers among their staff, but also have sociologists, psychologists and many other academic disciplines represented within Philips Design.



Hans Robertus shows several different pictures, one of them illustrates the house of the future, which is contrasted with the home of the present and the home of the past. In the

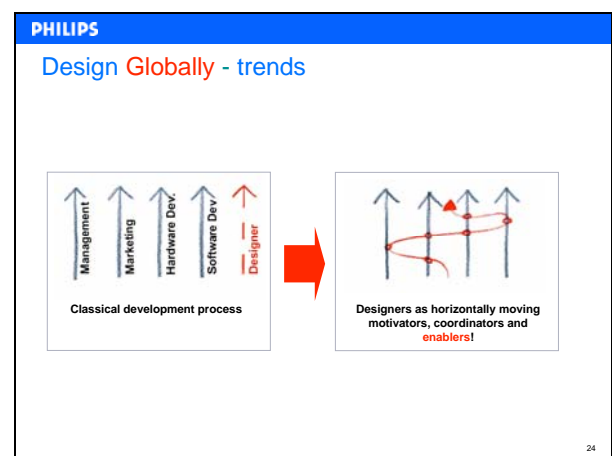
home of the present we see a lot of technology, but this is neither the case in the home of the past or the home of the future. Robertus uses this image to describe how the power of technology will grow exponentially, and predicts that by 2050 devices will have computational capacity of ALL mankind. Everything will be digital, and miniaturized.



The rise of the creative industry Robertus describes how Richard Florida is making big business by calculating the effect of the rise of the creative industry in different cities. Designers are often viewed as designing “sexy

things”, but over the years many designers they have become increasingly interested in designing processes also. So this is also what the creative class is about. In The Netherlands, 30-40% of current employment is part of the creative industry.

Some of the things that Robertus identified as the primary challenges to innovation performance are 1) too long development time, 2) a lack of coordination, 3) risk averse company culture, 4) limited understanding of costumers...



Two regional innovation initiatives: Robertus then describes two different initiatives that Philips Design hare part of, in which diversity plays an important role. One is the Creative transformationLab, which is however a project in its early beginning. In this project, they have invited different companies, to look at health care. They wanted to to look at the theme as a whole, to come up with better solutions. To do so they have psychologists, antropologists, sociologists etc to study people in the health care system to identify existing barriers.

Based on this Philips was then able to move away from the design of systems to instead move towards the design of experiences, in this case for patients in the health care system. Philips thus designed a new hospital scanner, and invited architects, medical staff etc. to be part of the process. They analysed the whole scanning situation from the



patients point of view, as it was experienced in the hospital; and used these findings to design different scanning systems for hospitals, e.g. the examination room, coil management.

One of the elements in this was the way in which the scanning procedure was explained to children: instead of explaining the procedure, the kids are taking their own teddy bear through the scanning procedure, thus understanding each of the phases of the process in a none-frightening way. This because ambient experience makes the otherwise frightening experience much nicer. Because no people are alike, Philips also wanted the experience be different. They wanted to depart from the consumer's perspective.



The table discussions among conference participants about the talk of Hans Robertus from Philips Design resulted in the following insights being posted on the learning wall:

- Value for people through valuing people
- Transferability of patient experience for learning, which was then used to reduce fear
- Holistic design approach => creating value-added => keeping originality => creating barriers to competition
- It is important to focus not only on primary knowledge domains but also secondary and tertiary knowledge domains
- How do we operationally put diverse groups together
- Outside input is necessary (from other businesses and colleagues in company)
- This world has changed:
 - It is not about protecting the technology anymore
 - Instead it is about understanding and developing ideas
- The total context of use, requires one to look at the theme as a whole
- We lacked the clear diversity aspect
- Increasing complexity requires increasing diversity
- Better results through "human touch" user driven innovation
- Seeing people as unique with unique needs
- Trend from creating a mobile phone to creating mobility
- Only very few people master both management skills and creative skills, often it is either or

DIVERSITY IN COLLABORATIVE INNOVATION NETWORKS

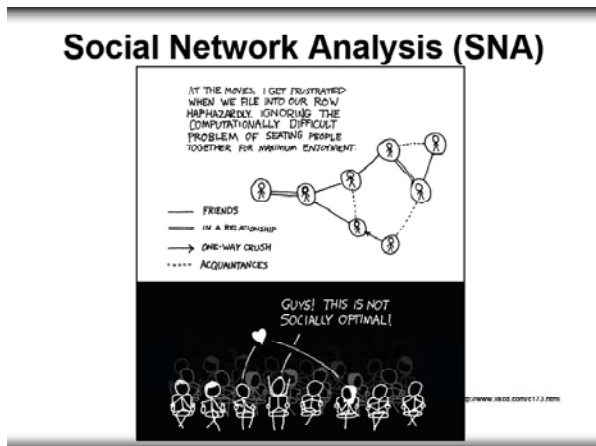
By Peter A. Gloor (US), MIT Sloan School of Management

Gloor focuses on collaborative networks and their role in innovation processes, also seeking to understand how we can use the internet more creatively. Gloor then plays a short piece of an opera, which has been composed by a group of people, who composed the opera over the internet. They were all located in different countries, and had different approaches to music, but shared the same kind of mindset. Creativity doesn't need computer, but the internet and the computer can be quite helpful in exchanging ideas with a larger group of people. Because when we exchange ideas we all get more ideas.



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Social network analysis: Gloor moves on to explain the basics of social network analysis, which is a way of illustrating the relationships between and within a larger group of people, a network. Gloor describes how each dot in the visualisation of a network represents a person, with the lines in between the dots representing the different relationships in the network. The closer dots the closer the relationship.



Collaborative innovation networks (coin): Such networks are different from regular networks by the degree of connectivity and the degree to which emails are exchanged with a lot of different people. They are defined by their degree of interactivity (responding) and by the degree of sharing (willingness to share). One

example of a Coin was the network formed about Linux, the operating system developed on the Internet. This evolved as the different creators posted the first code on the Internet and received feedback from all over the world, as to how it could be improved. The Linux story is a good example of open source innovation.



Don't be a Star, be a Galaxy: Gloor shows a different example from a group of Deloitte consulting experts, where he illustrates a snapshot of his mailbox. The coin is the people. The network is spread and we got the network spread out all over Europe. With this example Gloor explains the difference between being a star in a network, and being a galaxy. The star connects with one group, and there is no or very little interaction between others in the group. In the galaxy, everybody is connected to anyone else.

Gloor then presents the network tool they are using in his research, which creates movies illustrating the development of Coins and the social networks, in and around an innovation project. In their latest research, they asked all participants to wear some kind of sensors; which would help showing where each of the participants were, how they communicated, and none the least who they communicated with – in their face-to-face communication.

In another study conducted by Gloor he described the difference between “coolhunting (finding cool ideas and technologies) and “coolfarming” (once the new idea or technology has been found, how can I make it stick). This study was based on analysing 100 software startups in Israel. In this study they found that the more each company shared knowledge, the higher the survival rate of the company.



The table discussions among conference participants about the talk of Peter Gloor from MIT Sloan School of Management resulted in the following insights being posted on the learning wall:

- *Don't be a star – be a galaxy*
- *Social networking: how to measure and how to be a galaxy*
- *Organisational alignment is important*
- *If you and I swap a dollar, we both have a dollar. If we swap an idea, we both have two ideas*
- *Rebuild star ecosystems to become galaxies*
- *COIN IT system: what does it measure and what does it not measure?*
- *Is the number of connections and/or the number of brokering connections = innovation?*
- *COIN statement: The more hierarchical companies are more productive – but are they more innovative?*
- *Best communicators:*
 - *Connectivity*
 - *Willingness to share*
 - *Responsiveness*
- *Would be nice with more of the practical implications*
- *Interesting illustration of the traits of an innovator*



CROSS-FERTILIZATION BETWEEN ARTISTIC GENRES

By Martin Hall (DK), artist

Martin Hall describes himself as coming from a background characterised by diversity. Especially because he has all the way through his career, also been doing some very commercial projects, which is unusual for an artist. Diversity thus also becomes about bridging the different worlds, such as between the art-world and the commercial world. Diversity according to Hall becomes very much about finding out today what is going to be big tomorrow.



Hall describes how it is almost impossible to survive as an artist in Denmark. He was always told to "Get realistic, Martin".... But he did not want to. Because as an artist, he is striving to work against and to challenge the established society and environment. He has this feeling about Denmark, because it is such a small community there is this sense of others people success and failure "If they can't kill you, they will applaud you"! Which makes it tough to be in opposition. To be different.

Hall also explains how he did not in any way want to become famous, he just wanted to make a difference, stir some change. Hall describes art as being about "making things happen from limited resources", which is why he also describes art as "the transmission of energy". To be making and creating a lot out of nothing. Because as he explains: "A stupid person can make very little out of a lot, but an intelligent person (and artist) can make a lot out of nothing", because "Intelligence is what you use, when you do not know what to do". Art is very much about using your brains. Make use of your main resources; a steaming want to make use of your life.....

Hall then uses the band Sex Pistols as an example of diversity, and something new and highly different to enter the world of music in the 1970s. First of all they were different because they absolutely could not play music, but nonetheless, they turned around the music scenery. Hall uses this example to make the statement that "When you don't have a chance: Grab it!!!"

Hall came out with his first record 15 years ago, but also explains how he was, in many ways, on some kind of a self-destructive mission. Part of the reason for this was, according to Hall because of his paranoia, which was an important driver also of his success, because "perfect paranoia is perfect awareness". And he found diversity of artistic genres to be a very good way to respond to this paranoia. So he has constantly worked with different genres, to ensure not to strive for perfection, and to avoid leaning to the success of the



past.

According to Hall we have a lot of diversity available to us, but only very little of this diversity is actually being used. Probably partly due to the Danish tradition of putting each other down.

The concept of invention is, according to Hall, highly overrated. Because it is not necessarily so much about great people making for a new invention, but rather it is about great circumstances. Sometimes you really sparkle, ignite when you are facing the impossible. Diversity is what you get from attempting to do something different.



If you want to make a difference, it becomes a quest, rather than a set of rules that you oblige to. Everytime Hall has been successful with something, he has to destroy that and move on.... So getting a number #1 hit on Voice Radio in Denmark was very traumatic to him, as a former avantgarde artist. He wanted to self-destruct after that, and ended up being nominated for a Grammy Award.



This is what I love about Art – and diversity. You never know what will succeed. Because art – just like innovation – is very much about taking taboos into the mainstream. That really is about benefitting from diversity, when you take something that is a taboo on Monday and then suddenly becomes a Blockbuster on Friday!

Innovation is all about connecting experiences that were not previously connected. The sparkle of inspiration. Innovation is not about the production of a lot of ideas. It is about getting the one idea and taking it all the way through.

A small story about Einstein. Albert Einstein is on his way to a conference with a French poet on a bus, when the poet is inspired and has to take out his notebook to write down the ideas he suddenly got for a new poem, and he asks Einstein if he knows that feeling of jotting down new inspirations and insights. To which Einstein responds: “I actually only got one good idea in my entire life, that was the idea of relativity and that is

what is and has been guiding me all life”. So ideas are not about quantity but rather about quality.

Art is about the transmission on energy. We want to make sure that we do not miss the obvious. It is about constantly asking oneself: ”Is what I am doing really relevant?” To make sure it is, Hall tries to stay away from the main audience, and recently began began visiting schools because I wanted to make a difference, which served as a good test in terms of relevance of what I am doing.

Sometimes you begin leaning up against former successes, but Hall would stresses that we need to be better all of us at using our intelligence. Because we are the people who are here NOW. All the great people are gone, but we are the ones who are here right now.



The table discussions among conference participants about the talk of the artist Martin Hall resulted in the following insights being posted on the learning wall:

- *Intelligence is what you use, when you do not know what to do*
- *You don't have a chance – grab it!*
- *Taboo on Monday – Blockbuster on Friday*
- *Don't miss the obvious*
- *Explore possibilities – it is up to you to grab them*
- *You have to love the challenge*
- *Innovation through diversity: Connecting things that were never previously connected*
- *If everybody agrees with you – then it is time to move away.*
- *See boundaries as confines of mediocracy, e.g. ”The collusion of mediocracy”*