TOPIC 4.2. Transversal Competences Innovation and Creativity







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Introduction

What is this Topic about?

In competitive environments and in time of crisis regular further training is critical for development of new jobs and new opportunities for unemployed people or for job seekers. Further training boots knowledge and skills which are crucial for successful process and product innovation. This topic is about boosting innovation and creativity, creativity stands for capability or act of conceiving something original or unusual and innovation is the implementation of something new.

Why is this Topic interesting?

Innovation and Creativity is becoming one of biggest issue on lists of 21st century 4 C's competencies: Critical thinking, Collaboration, Communication and Creativity.

What are you going to learn here?

- Learn to identify hidden creative strengths
- Understand and utilize the process of creativity
- Find unexpected solutions to your challenges
- Blend right and left brain thinking
- Break a few rules
- Learn to think laterally
- Move from competent to brilliant

Firstly, being creative can be beneficial to any role you may have in the workplace. It involves the ability to find solutions to problems using creativity, reasoning and past experience, coupled with information and resources. Using innovative ways to improve workflows and processes in the work place, or finding a new way to process a piece of work can change the company's dynamics, save time and cost, and even improve the quality of products/services and the end creativity and innovation can provide an unemployed person with challenge to create his or her own space of work.

Added Value for

• Unemployed

Innovation and creativity are those competencies that are crucial for persons involved in job process, for unemployed persons in an opportunity to create their own jobs, to find a niche in the market that could be field with their knowledge and skills.

• Entrepreneurs

For entrepreneurs in an opportunity to extend their activity through different challenges

• Human Resources staff

It's an opportunity to know and accept new forms of employment

What will you able to do after work on this Topic?

Engagement in the wide variety of personal and social development activities offers to trainees to develop the knowledge, skills, and attitudes that are frequently said to be needed in the labour market. These include teamwork, communication, leadership, flexibility, responsiveness and creativity and innovation.

What are you going to find here?

- Text Materials; PDF
- Presentation; ppt.
- Practical Activities

Relevance of innovation in the process of changing your position in the labour market

OECD in their report stated that undoubtedly the capability to innovate and to bring innovation successfully to market will be a crucial determinant of the global competitiveness of nations over the coming decade¹. The accelerating pace of innovation is being driven by globalization as rapid advances in scientific discovery and in general-purpose technologies such as ICTs and biotechnology.

Innovation and Creativity is becoming one of biggest issue on lists of 21st century competencies, there used to be 3 C's - critical thinking, collaboration, and communication - but we can easily add the forth C's. Creativity which goes closely with innovation makes most of the lists of today. With the economic climate as it is, companies are looking to their people - their best and strongest asset - to help them survive and thrive. In workplace and economy, it pays to be creative and innovative – and it doesn't hurt to possess these traits for life in general, either.

In the first part of co-Labourative Project in co-validation session, one of item has been stressed that one cannot be taught creativity and innovation that this is an innate ability, you have it or not.

We think that some people are naturally more creative than others. Creativity in our mind is closely connected to art, but is not just about painting a picture or composing a piece of music or writing a novel. It is about looking at things from a different perspective; it is about trying out something new even if you are not sure it is going to work; it is thinking up lots of fresh ideas and having a go. Creativity can be nurtured in everyone and all people can learn to use a process for effective innovation.

Creativity and Innovation training objectives

- Learn to identify hidden creative strengths
- Understand and utilize the process of creativity
- Find unexpected solutions to your challenges
- Blend right and left brain thinking
- Break a few rules
- Learn to think laterally
- Move from competent to brilliant

¹<u>http://www.oecd.org/sti/inno/39374789.pdf</u>

We would like to work by asking people to deliberately break the normal rules of planning, behavior, decision-making, just to mess up current patterns.

On the internet, one can find different tips how to learn Innovation and Creativity:

- 1. Focus on one project instead of multiple projects
- 2. Focus on the concept.
- 3. Distinguish concepts from critical information.
- 4. Make skills as important as knowledge.
- 5. Form teams, not groups.
- 6. Sit in round tables rather than desks
- 7. Use thinking tools.
- 8. Use creativity tools.
- 9. Reward discovery. Every idea is a patent
- 10. Make reflection part of the lesson.
- 11. Problem-to-Solution vs Solution-to-Problem models
- 12. Be innovative yourself.

Innovation and creativity are part of the essential skills that enable participants to meet with future challenges and market competitions

Stages of the innovation process²

Stage 1: Idea Generation and Mobilization

The **generation stage** is the starting line for new ideas. Successful idea generation should be fueled both by the pressure to compete and by the freedom to explore. IDEO, the product development and branding company based in Palo Alto, California, is a good example of an organization that encourages successful idea generation by finding a balance between playfulness and need.

Once a new idea is generated, it passes on to the **mobilization stage**, wherein the idea travels to a different physical or logical location. Since most inventors aren't also marketers, a new idea often needs someone other than its originator to move it along. This stage is vitally important to the progression of a new idea, and skipping it can delay or even sabotage the innovation process.

Stage 2: Advocacy and Screening

This stage is the time for weighing an idea's pros and cons. Advocacy and screening have to take place at the same time to weed out ideas that lack potential without allowing stakeholders to reject ideas impulsively solely on the basis of their novelty. The authors found that companies had more success when the evaluation process was transparent and standardized, because employees and/or partners felt more comfortable contributing when they could anticipate how their ideas would be judged. For example, one software engineer from an information technology organization said, "One of the things I have struggled with is evaluations of my ideas. Some of my ideas light up fires around here, while others are squashed.Needless to say, I grow skeptical when employers, partners or customers ask for ideas and then do not provide feedback as to why an idea was not pursued."

²<u>http://sloanreview.mit.edu/article/the-five-stages-of-successful-innovation/</u>

Stage 3: Experimentation

The **experimentation stage** tests the sustainability of ideas for a particular organization at a particular time — and in a particular environment. At this stage, it's important to determine who the customer will be and what he or she will use the innovation for. With that in mind, the company or self-employed might discover that although someone has a great idea, it is ahead of its time or just not right for a particular market. However, it's important not to interpret these kinds of discoveries as failures — they could actually be the catalysts of new and better ideas.

Washington Mutual Inc.'s recent interior redesign provides a good example of how successful experimentation works. Instead of applying a new design to all its branches, the banking and insurance company, headquartered in Seattle, Washington, implemented the design in just a couple of locations to see how it would be received. Subsequently, when customers responded favorably, the bank took its innovation to the next level, applying thenew design to several other branches. This way, the company didn't lose money and time by applying a new idea all at once without knowing if it would succeed.

Stage 4: Commercialization

In the **commercialization stage**, the organization should look to its customers to verify that the innovation actually solves their problems and then should analyze the costs and benefits of rolling out the innovation. The authors make sure to note that "an invention is only considered an innovation once it has been commercialized." Therefore, the commercialization stage is an important one, similar to advocacy in that it takes the right people to progress the idea to the next developmental stage. For example, one chief executive officer said, "We learned a simple thing: Researchers and idea creators do not appreciate the nuances of marketing and commercialization.... In the past, we tried to get the researchers involved in the commercialization aspects of the business.... The end result was pain and more pain."

Stage 5: Diffusion and Implementation

The **diffusion and implementation stages** are, according to the authors, "two sides of the same coin." Diffusion is the process of gaining final, companywide acceptance of an innovation, and implementation is the process of setting up the structures, maintenance and resources needed to produce it. A good example of a successful approach to diffusion comes from International Business Machines Corp., which involves its employees early in the idea-generation stage and conducts so-called innovation jams, to which they invite not only employees but also clients, business partners and even employees' families. IBM aids later diffusion by giving everyone a stake in the idea from the beginning.

HOW SHARING ECONOMY IS RELATED WITH THE INNOVATION PROCESS?

One of the most **innovative** and game-changing business models of recent years, the 'Sharing Economy' has taken the world by storm. Individuals and even businesses can turn their assets into cash.Suddenly everyone has easy access to the world of business, simply by owning something that other people can utilize. In short, the **Sharing Economy** represents a **constant wheel of innovation**. And what are the main features that drive this wheel of innovation:cost-effective, simple transaction between owner and consumer; accessibility, use of web-based platforms; community, a sense of trusting the individual acting alone; personal touch and flexibility. In particular Sharing Economy is linked to all the innovation stages;

- Idea Generation and Mobilization. A lot of young people are now days facing unemployment, however they are full of ideas, but usually without funds, but whit Sharing Economy models, even an asset that it is not an asset can become one.
- Advocacy and Screening. Social media could play a main role for creators to test their idea and share con and pros whit wider public.
- Experimentation. Small scale innovation can be easily experiment by using platform, this stage can be valuable for unemployed persons as they can see if

the idea can bring money to their pockets, but can also generate improvements or even greater ideas.

- Commercialization. The main goal of unemployed persons involved in the Sharing Economy is to commercialize their activity, as they get through previous phase, in this they cannot fail.
- **Diffusion and Implementation.**Social media, platforms whit good ideas are easily spread to wider audience.

Concept of Open Innovation and its relationship with Sharing Economy

Sharing Economy offers several advantages which rank it among the most powerful tools of creating competitive advantage. Sharing Economy is believed to win enormous business potential over the next years, which will promote it to important value drivers.

Sharing Economy is effectively propelled by disruptive technology and innovation. Sharing economy was also indirectly supported by the financial crisis. It is surely no coincidence that many peer-to-peer firms were founded during the years 2008-2010 as the aftermath of the global financial crisis (The Economist, 2013).

People's access to "sharable" products is easier than ever before. It is almost free of charge to find an unused car or an empty flat. The Sharing Economy is thus operating as a platform which acts as an intermediary between private buyers and sellers, allowing them to share their resources. The rise of sharing economy offers new opportunities that many people are keen to take up. Sharing economy places great emphasis on innovation and technologies which would be friendlier towards exploiting natural resources³.

A key theme throughout the 21st century is collaboration and regarding our topic, the innovation is all about partnerships. The pace of change, particularly technological change, is too fast for one person or organization to have all the expertise. We need to partner and collaborate to stay in the game. Partnering also allows you the best access to talent, you can grab what you need, when you need it.

Collaboration via the Internet has quickly become mainstream in our daily lives, both personally and professionally. Mass collaboration is rising to new heights via crowdsourcing and open innovation, creating disruptive and transformative outcomes. Crowdsourcing is eliminating the traditional boundaries between companies, creating a porous environment to engage the rest of the world, whether customers, channels,

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partners, or others. **It's fueling open innovation** and the development of new businesses at an unprecedented pace that, in turn, fuels disruption, change, and innovation in traditional businesses. It's reshaping business and the economy, creating a major new outside industry trend – the shared economy.

Open Innovation as a term was first coined by Chesbrough (2003). As per Chesbrough "Open Innovation means that valuable ideas can come from inside or outside the company and can go to market from inside or outside the company as well. This approach places external ideas and external paths to market on the same level of importance as that reserved for internal ideas and paths to market during the Closed Innovation era." Even though Chesbrough's definition of Open Innovation is widespread in literature, there has been effort to further ramify the concept. West & Gallagher (2006, p. 320) offered following definition: "Open Innovation means systematically encouraging and exploring a wide range of internal and external sources for innovation opportunities, consciously integrating that exploration with firm capabilities and resources, and broadly exploiting those opportunities through multiple channels." The Open Innovation approach changes the interaction between the company and the environment in which it operates

Collaborative approach to innovation development brings new quality to innovation process. This concept enables external subjects to participate in innovation process and benefit from innovation in exchange for sharing their own know-how. Open Innovation and Sharing Economy are key building blocks of Collaborative Economy Approach ⁴

Open innovation offers several benefits to companies and/or persons operating on a program of global collaboration:

- Reduced cost of conducting research and development
- Potential for improvement in development productivity
- Incorporation of customers early in the development process
- Increase in accuracy for market research and customer targeting

⁴https://msed.vse.cz/msed_2017/article/112-Spacek-Miroslav-paper.pdf

- Potential for synergism between internal and external innovations
- Potential for viral marketing⁵

⁵https://en.wikipedia.org/wiki/Open_innovation

Easy-to-use tools for innovation management

Viima (<u>www.viima.com</u>).The Best Way to Collect & Develop Ideas.Viima shortly⁶:

- Fun and engaging way to collect and develop ideas
- Adaptable & flexible, supporting multiple different ideation cases within a single organization:
- Suits for both internal and external ideation
- Supports different innovation processes in different ideation boards
- Easy to set up and learn

The **HYPE Platform for Innovation Management⁷Industry (www.hypeinnovation.com)** leading platform to manage innovation, from strategic areas and ideation campaigns to concept development and project implementation.Built for scale.On-premise or hosted in the cloud

IdeaLab⁸ is an Innovation Software Suite developed to help companies solve the challenges of the 21st century.

Innovation Management Software for the Enterprise⁹ (www.brightidea.com). Surface ideas to identify new products and markets, improve customer experience, streamline processes, and increase employee engagement.

⁶<u>https://www.viima.com/</u>

⁷http://www.hypeinnovation.com/products/overview

⁸<u>https://collectiveinnovation.com/</u>

⁹<u>https://www.spigit.com/demo/?sgSource=Capterra&sgmedium=paid&sgcampaign=capterra</u>

Conclusions

Training dealing with Innovation and Creativity will not be the "typical" training should be creative and we suggest being an "experimental" type of training, where participant will be forced to use their creativity and innovation competencies¹⁰:

- Phase: Process for innovation Such processes typically include steps such as understanding the purpose and audience/user; generating ideas; evaluating and selecting ideas; testing and refining ideas through a cycle of feedback and revision; developing and presenting a final product or solution. For each of these steps, participants can be asked to regularly employ a variety of protocols and tools to help make them more effective.
- Phase:Design projects to bring out creativity Think about how your participants might create an original product or come up with solutions to a problem – the more authentic, the better, since an important part of the innovation process involves understanding your audience or end-user.
- Phase:Tools and techniques in creativity Participants will use tools for innovation management and tools for creativity that are freely available on internet.
- 4. Phase:Creativity in the Team Focuses on applied creativity, how creative ideas happen, how they become innovations, and how creativity can be infused into every aspect of an organization or in this case into team. Provide examples from a wide range of industries and organizations.

The highlighted motive for the training should be: THINK-LISTEN-RESPECT-IMPLEMENT! Think creatively means that you

- Use a wide range of idea creation techniques (such as brainstorming)
- Create new and worthwhile ideas (both incremental and radical concepts)

¹⁰Evenifthetraining material is planned to be on – line training, this part shoudbepracticaland not theoretical one.

• Elaborate, refine, analyze and evaluate your own ideas in order to improve and maximize creative efforts

Work creatively with others

- Develop, implement and communicate new ideas to others effectively
- Be open and responsive to new and diverse perspectives; incorporate group input and feedback into the work
- Demonstrate originality and inventiveness in work and understand the realworld limits to adopting new ideas
- View failure as an opportunity to learn; understand that creativity and innovation is a long-term, cyclical process of small successes and frequent mistakes

Implement Innovations

• Act on creative ideas to make a tangible and useful contribution to the field in which the innovation will occur.

Sources

http://www.p21.org/about-us/p21-framework/262

https://strategymeetsaction.com/news-and-events/sma-blog/crowdsourcing-and-openinnovation-powering-the-shared-economy/

Study cases

Case study 1: Idea Generation and Mobilization

https://www.ideo.com/about

David Kelley's company IDEO helped create many icons of the digital generation

Video (TED talk):

https://www.ted.com/talks/david_kelley_how_to_build_your_creative_confidence

Case studies 2: Case Studies of Creativity in Innovative Product Development

http://oro.open.ac.uk/28441/1/CaseStudiesOfCreativity2.pdf

Case studies 3: A list of successful cases of creativity and innovation

http://creativityandinnovation.blogspot.si/2008/06/creativity-and-innovation-case-studies.html

Videos

Video 1: What is creativity and innovation?

https://www.youtube.com/watch?v=FXJUDyqobbM

Video 2: How to be more creative?

https://www.youtube.com/watch?v=CSROnM17S8s

Video 3: Creative thinking - how to get out of the box and generate ideas: Giovanni Corazza at TEDxRoma

https://www.youtube.com/watch?v=bEusrD8g-dM

Video 4:How To Come Up With Good Ideas | Mark Rober | TEDxYouth@ColumbiaSC

https://www.youtube.com/watch?v=L1kbrlZRDvU

Video 5:The art of innovation | Guy Kawasaki | TEDxBerkeley

https://www.youtube.com/watch?v=Mtjatz9r-Vc

Video 6:Steve Jobs: Creativity and Innovation

https://www.youtube.com/watch?v=UJYLe7qPNzY

Video 7: OUR APPROACH TO INNOVATION IS DEAD WRONG | DIANA KANDER | TEDXKC

https://www.youtube.com/watch?v=pii8tTx1UYM

Complementary readings

www.viima.com

www.hypeinnovation.com

www.brightidea.com

Free On Line Course for Creativity and Innovation on Web:

http://www.open.edu/openlearn/money-management/creativity-andinnovation/content-section-0

www.open.edu/openlearn/.../creativity-and-innovation/altformat-word

Can be Creativity Taught?

https://www.creativityatwork.com/2012/03/23/can-creativity-be-taught/

Coaching for Creativity in the Workplace by Richard L. Williams

http://www.businessperform.com/articles/leadership/coaching_creativity.html

Innovation Begins with Creativity

http://insights.wired.com/profiles/blogs/innovation-begins-withcreativity#axzz4tm1L2xQF

Knowledge, Creativity and Innovation

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Cause and Effect: Barriers to Creativity and Innovation

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Idea Collections: A LinkBetween Creativity and Innovation

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https://www.cairn.info/revue-management-2014-3-page-180.htm



Επιμελητήριο Αρκαδίας

COORDINA Organización de Empresas y Recursos Humanos, S.L.

CPU - Gospodarska zbornica Slovenije Center za poslovno usposabljanje

FORBA - Forschungs- und Beratungsstelle Arbeitswelt

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