



I'VE GOT AN IDEA BUT...

A personal guide for people with
ideas, and their managers

WELCOME.

Innovation can be as simple as finding a new way to solve a problem or improve the service you offer. If you make this happen within your job, without needing extra resources or permission, congratulations - you've turned an idea into innovation.

Sometimes your ideas might be more complex - they need the buy-in and skills of others. That's why we created this guide, in the hope it will offer you the tools and confidence to make it happen!

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BRING YOUR IDEAS!

If we are to be truly successful, our organisations must innovate. To innovate we need ideas – your ideas. We need to create and nurture an environment of sharing ideas, breaking away from the status quo, and using that change to our advantage.

So what do we need to do? **We have to be open.**

Innovation is fostered by new connections; from insights gained by journeys into other disciplines or places; from active, collegial networks and fluid, open boundaries. We need ideas to bubble up from below rather than just coming from the top, because innovation is everyone's business.

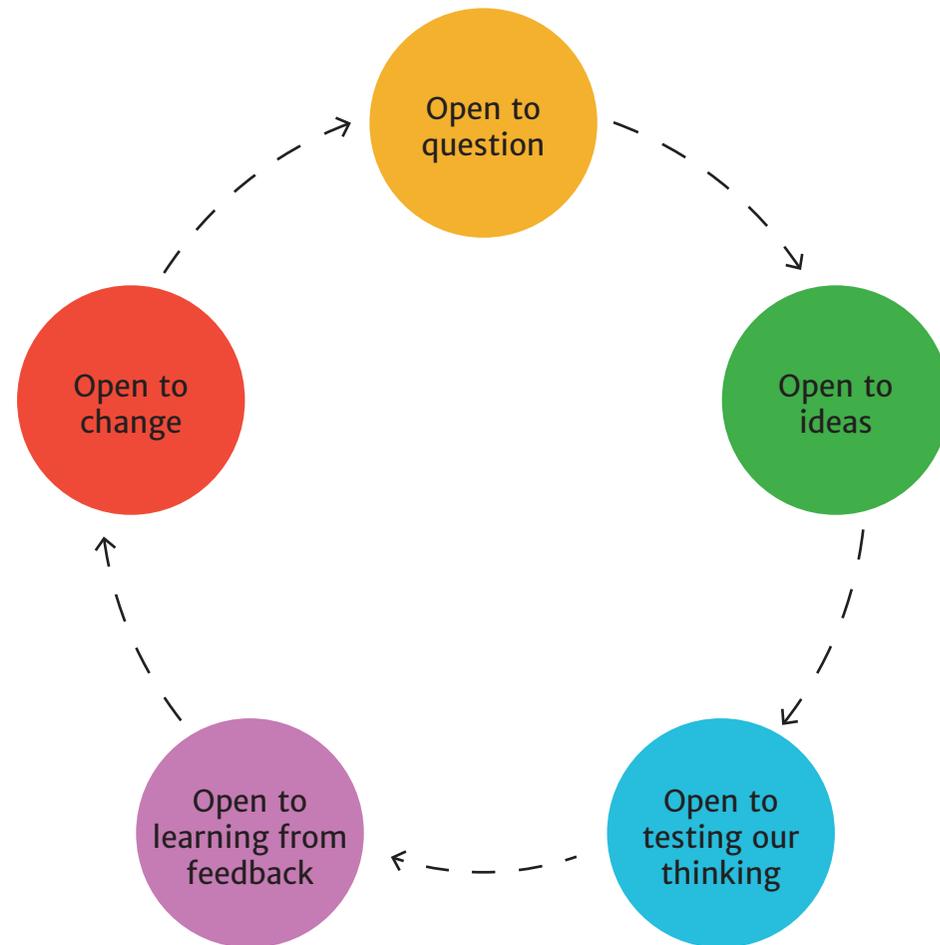
Use this guide. Own your future.

Kathy Grant.

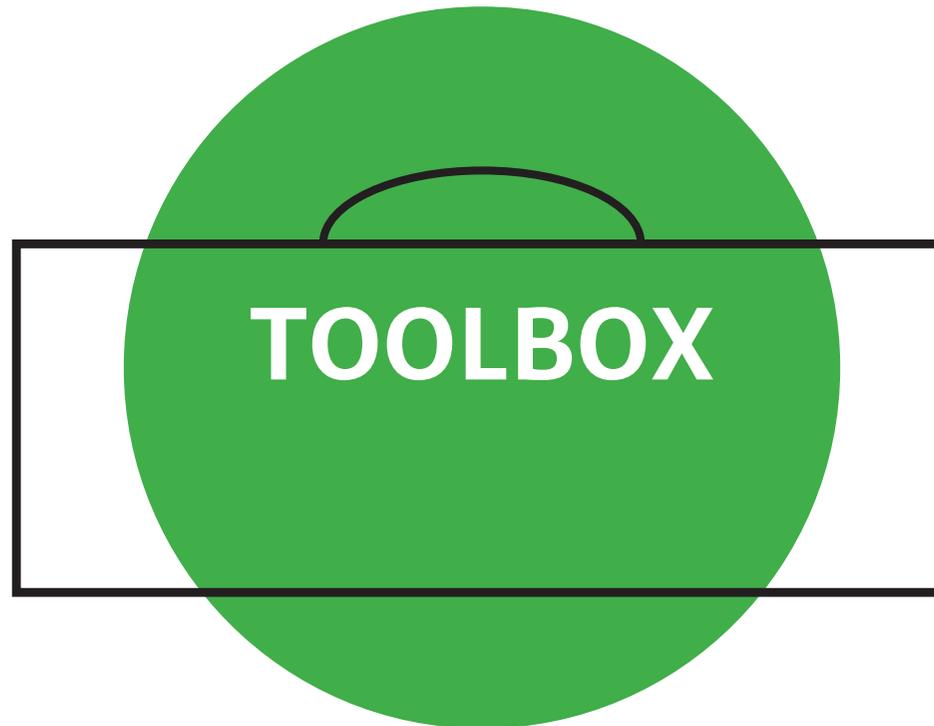
Kathy Grant

Chair, Otago Polytechnic

Commissioner,
Southern District Health Board



"Having vision is not enough. Change comes through realising the vision and turning it into a reality. It is easy to espouse worthy goals, values and policies; the hard part is implementation" - Sir Peter Blake

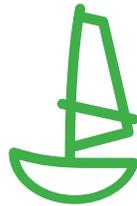


On the following pages you will find our favourite tools to help you overcome the hurdles that will undoubtedly get in the way of realising your idea. If you're a details person, read this thoroughly first, otherwise just jump straight to the hurdles pages and refer back as you need to.

“If you don’t execute your ideas, they die”

- Roger von Oech

Float



What does this mean?

Share your idea with others and get their feedback.

Why is floating important to innovation?

Ideas feel safest kept close. However, they will not become real without exposing and refining them in light of feedback.

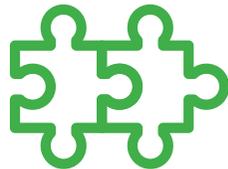
Talking about your idea will help you refine it. You will find that your ability to ‘sell’ an idea is critical to its progress.

Sharing your idea helps get rid of your bias about how wonderful it is, or may confirm it!

How do I float?

- Float the problem, rather than your idea, to see if others agree it is a problem worth addressing. Hold back from suggesting your idea until you have explored the other person’s perspective on the problem.
- Bounce your idea off someone in an informal setting before formally pitching it. Ask for honest feedback. Often friends or family can be more concerned about hurting your feelings than saying what they really think – emphasise that you are keen to hear the good AND bad.
- Pitch your idea to a group then leave the room! Come back in 15 minutes and ask people what you’ve missed.
- Put together a short presentation that summarises the problem, the gap in the current solutions, and your idea. This can be printed out to run through with people to help you explain yourself in a structured way.

Structure



“Invention is not the product of logical thought, even though the final product is tied to a logical structure ”

- Albert Einstein

What does this mean?

You've got to get your idea out of your head and onto paper. Use whatever structure or tools you like to capture your ideas in a logical format.

Why is structure important to innovation?

Adding structure to your creativity will really help others grasp your idea. It will help clarify the strong aspects of your idea, and the aspects that need more work.

Using templates that are accepted within your organisation helps get buy-in from others who are used to reviewing ideas in a particular way.

How do I structure?

- Structure begins with simply writing your idea down.
- As you move your idea forward you might need to use templates available within your organisation. If the template seems complicated, use your own headings.
- Don't worry about budgets and milestones too early – it's more important to capture the idea, what problem it solves, who it will benefit, and what resources you will need to test it out.
- Build up the budgets and timelines once you have gathered early feedback. If you are not a details focused person use the skills of project managers and financially savvy people.

“The important and difficult job is never to find the right answers, it is to find the right question”

- Peter Drucker

Dig deeper



What does this mean?

Gaining a deep understanding of your idea and the problem, or frustration, it aims to overcome.

Why is digging deeper important to innovation?

The best ideas are deeply rooted in the understanding of a compelling problem or frustration, and the people who are affected by this.

Sometimes others have already tried out solutions – it is important to learn from others who have tried to solve the problem.

If you can understand the environment in which the problem exists, you will understand how easy or difficult it will be to solve – for example, who influences decisions about this problem, who controls spending.

How do I dig deeper?

- Observe – Watch how people really act. People often behave differently to what they will say they would do when you survey them.
- Question – Often the first answer people give won't get to the nub of the problem. Keeping asking 'why?' to help you really understand the problem. You can easily send out online surveys, but don't rely solely on these. Face-to-face conversations will unearth the rich gems.
- Ask the experts – Who else is interested in this problem? Find articles, blogs, or research results that can help you understand the problem better.
- Compare with other industries – Are there lessons to learn from other industries who had a similar problem? Has another industry created a solution that you can use as an analogy to give your idea structure?
- Check your priorities – If your idea can be aligned to organisational strategies and priorities, you will have a better chance of getting support.

“We have always been shameless
about stealing great ideas”

- Steve Jobs

Build on

What does this mean?

Borrowing ideas or solutions used by others, rather than starting from scratch.

Why is building on important to innovation?

The best ideas are often not completely novel – they build on the successes and failures of others.

Innovative ideas do NOT need to be unique – they could be new to our organisation but based on ideas proven in other locations or industries.

How do I build on?

- Ask industry experts about trends and new concepts they have seen at conferences or during their travels.
- Ask Google, search industry magazines or blogs, dig into crowdfunding sites like Pledgeme, Kickstarter, and Indiegogo to see what is hot right now.
- Find gaps in how the current solutions work – what are they missing that you could add value to?
- Consider different ways people deliver solutions – for example, to get from A to B by car, you could rent, buy, beg, borrow, steal, or hitchhike!
- Look for inspiration in other industries.

“Coming together is a beginning;
keeping together is progress;
working together is success”

- Henry Ford

Join forces

What does this mean?

Seek out individuals with complementary skill sets – your idea needs groupies and you’ll need help.

Why is joining forces important to innovation?

If you can find people who share a personal passion for your idea, they’re more likely to free up resources.

If you can find people or resources from inside or outside your organisation, your idea will move forward faster.

How do I join forces?

- Tap some shoulders – shout people a coffee or lunch to discuss your ideas, share newsletters, participate in email networks, or meet at seminars and conferences.
- Figure out the skills and influence your future team needs to move your idea forward.

- Consider whether there are experts or key managers who might have a personal interest in the problem. These people are more likely to go the extra mile to see your idea through.
- Be grateful for all the help you get. Allow people to support your idea in their own way – remember that not everyone is able to give the same contribution in terms of time.
- Don’t ignore the detractors. It’s natural to want to defend your idea when others disagree – try to avoid this and give yourself some time to try and see why they might have made their comments.
- Take your idea to a group of people outside your organisation who might have an interest in the problem – ask for feedback and any volunteers or resources that can advance your idea.
- Create temporary working groups, for example a team working solely on your idea for three months. This gives you the chance to review the mix of skills needed as your idea progresses, without asking for long term commitment from busy people.

“Remove any feature, process or effort that does not contribute directly to the learning you seek”

- Eric Ries

Boil down



What does this mean?

Creating the simplest possible solution, without any ‘bells and whistles’, that still addresses the crux of the problem.

Why is boiling an idea down important to innovation?

The smallest thing you can build lets you get feedback quickly, rather than getting bogged down in theory or assumptions.

Simple prototypes need less resources. This means less people need to say yes before you get started.

How do I boil down?

- Capture the primary goal of your idea. Try to put aside the extra ideas that you or others have added along the way and focus on the main goal that must be fulfilled to make the user feel like their problem has been solved.
- Define how people will experience your solution and how simply this can happen. Sometimes physical mock-ups can be a quick way to get early feedback. Web designers often use paper mock-ups to show their ideas. Could this work for you too?
- Consider whether there is an analogy that can explain your idea.

Test



“It’s a prototype because it’s the first of its type. We have to test it and see how it works”

- Jeff Grange

What does this mean?

To pilot or prototype your idea in a quick and easy way.

Why is testing important to innovation?

Often what you assume will happen doesn’t match reality. Testing your idea quickly can give you feedback from users before you spend more time or resources working on your idea.

Quick testing gives a stronger voice from the user, who is ultimately more important than any expert or data.

The first solution is almost never the last – testing gives the chance to refine-retest-refine.

For the best end product, you have to anticipate real user scenarios from the prototype phase. Testing helps your idea be the best it can be!

How do I test?

- Simplify the idea – focus on the most compelling part of the problem and put aside all the “wouldn’t be awesome if we could also do xxx...” ideas.
- State what you’re assuming will happen when your idea is carried out. How will you know it has worked?
- How will you measure your assumptions? Don’t just give it a go – treat your test as an experiment. For example “Eighty percent of people who use the new thing will report they use it daily”
- What is the minimum-sized experiment you can run to get results you can believe?
- When you run your test, bring in someone impartial to run it so you don’t influence those involved with your enthusiasm.
- Compare your test results against your assumptions.
- Make changes to your idea after analysing the feedback, and potentially retest to refine it further.

“I never teach my pupils, I only attempt to provide the conditions in which they can learn”

- Albert Einstein

DIY



What does this mean?

Don't assume you can't do it. Sometimes you can test out your idea without skills that are expensive to buy.

There are online tools available now that weren't available a few years ago, for example online survey tools, build your own website, free project planning software etc.

You can mock-up and test things in new ways - without costly experts. It doesn't have to be perfect to test it.

Why is DIY important to innovation?

If you can test out your idea with the resources you have, you need less people on board.

DIY testing opens up the opportunity to test-refine-retest-refine, on a shoestring budget.

How do I DIY?

- Talk with others about what resources are available.
- Search the internet looking for free or low-cost software that is designed for everyone to use – for example, free website builders, app mock-up tools, build your own survey sites.
- Research and learn how – there are many tutorials and videos on how to use these tools. Make sure it's quick and easy, otherwise you might need to bring in the experts.

Focus



“You can't solve a problem on the same level that it was created. You have to rise above it to the next level”

- Albert Einstein

What does this mean?

You will achieve far more in a week dedicated to an idea rather than spreading the same amount of time over several weeks.

Focus is about carving out time rather than trying to find some magical 'spare time'. If you find it, let us know!

Why is focus important to innovation?

Research shows that dedicated effort where you are not distracted by day-to-day work achieves faster results.

The support for ideas can wither and die if ideas are not acted on quickly once they are floated.

How do I focus?

- Put dedicated time in your schedule to work on your idea.
- Find a place to work where you won't be interrupted or distracted.
- Consider joining a structured programme where others are also working on ideas at the same time, for example, Startup weekend, Lightening lab, Akina social enterprise.
- Join an online programme that inspires and motivates you each day, for example the 60-day startup programme offered by Creative HQ.



HURDLES

The following eight hurdles are those most likely to get in the way of getting your idea off the ground. The tools are designed to help you get over the hurdles as fast as possible.

What if it's a dumb idea?



IDEAS PERSON

What if others think my idea is dumb?



MANAGER

I'm not sure this is a great idea

Ask others about whether they've seen the same problem you have.



Dig deeper

Ask the ideas person how many people with the problem they have talked with.
Ask what sparked their thinking.

Write it down to give it structure.



Structure

Ask the ideas person if you can take notes. Email it back to them to check you have understood the idea.

Find a friendly ear to run your idea past. Ask them to give you honest feedback...and listen.



Float

Set up a conversation between the ideas person and someone who could offer helpful feedback.

Is there a cheap and quick way this idea could be trialled?



Test

Collaborate with the ideas person to see if they can test the idea quickly and cheaply.

DUMB IDEA?

111 for Pets

The OPen Innovation team got a phone call from a colleague one day – she sounded a bit nervous on the end of the line – “We’ve had this idea but we don’t know if it’s worth exploring”.

Deborah Murphy and Audrey Campbell from Vet Nursing had noticed that students about to go on placement in vet clinics were nervous about how they’d cope with a phone call from a client with a sick pet. Deborah and Audrey wondered whether the clinics, and the students, would benefit from a ‘pet triage’ system that could help.

Rather than jump into setting this up, OPen Innovation gave Deborah and Audrey a small grant to do some research into the problem. The researcher found out that clinics never put students in a situation where they would take such phone calls. The clinics didn’t see the need for a triage system because their common response would be “If you are worried, we suggest you bring your pet in asap”.

So, the ‘pet triage’ idea changed because of the clinic feedback. Deborah and Audrey were pleased not to have wasted time creating a solution that vet clinics wouldn’t value. Instead, they went on to change the teaching and learning experience for their students.



Dig deeper



Focus



Boil down

TIME

How to talk with your mouth full

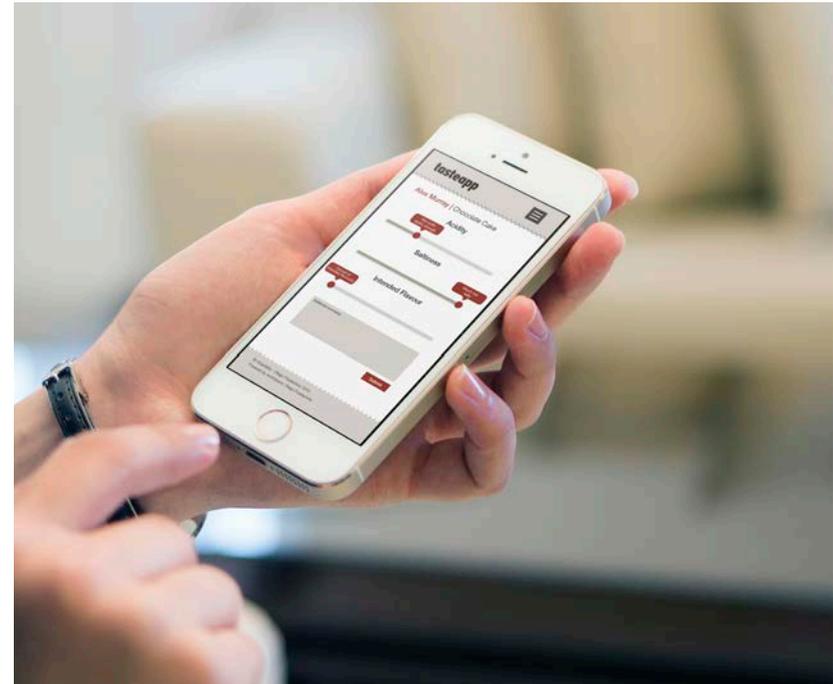
As part of our Culinary Arts courses, students develop dishes and ask for feedback about things like acidity, flavour, sweetness, and saltiness. This feedback system has always caused students stress in the past, as tasters would rate the different tastes on paper – students struggled to work with the data and graph it.

Stephen Ellwood came up with the idea of creating an app, called Taste IT, where tasters could give feedback using their mobile phone or tablet and the data would be automatically graphed.

“Everyone loved the idea but I didn’t realise the amount of time it would take to put together!

I have spent lots of extra time on it over and above my normal hours but the positive encouragement from other staff and students meant it didn’t feel like a bind – it felt like I was doing something that could make a difference.

If wanted to be paid for every extra hour, the idea would never have happened. Now students can focus on adjusting their recipes rather than how to graph the data. All that extra time feels worth it.”



Boil down



Test



Build on

There's not enough time!



IDEAS PERSON

I'm already busy enough



MANAGER

How can I support this when my staff are already stretched?

How can I inspire others to get on board so it becomes 'our' idea?	 Join forces	How can I help the whole team embrace the idea and spread the workload?
Is there a way I could trial my idea within the time I can find myself?	 Boil down	How can we trial the idea with the minimum input of time?
How could I free up time from my daily tasks yet still reassure the boss I'm getting the job done?	 Structure	What can I do to support the ideas person and still be comfortable that business as usual will still be done?
How could I get 100% focus on the idea? How long would I need?	 Focus	Ask the ideas person, "If you were freed up from your usual work, how long would it take to finish this?"

I just don't have all the skills I need



IDEAS PERSON

This idea needs skills I don't have



MANAGER

This idea needs skills this person doesn't have

Is there anyone I know who has the skills I need, and has a passion for the problem this idea will solve?



Join forces

Who has the relevant expertise? Run the idea past them to see what they think.

Can I present my idea in a simple way to help inspire others who have the skills we need?



Boil down

What is the minimum version of the idea that could be tested so we minimise the skills we need to find?

Is there anything already out there that is similar? Who are the experts we could tap into?



Build on

Has something similar been done here or in our industry that we could build on?

Is there technology available that means we can carry out some tasks without needing specialist skills?



DIY

Is there technology available that means it is possible to do it ourselves? Who do I talk to about that?

SKILLS

Kiwi ingenuity is alive and well

Our Building and Property Services wanted to improve communication for teams spread across the Southern Region by creating a better way for groups to meet without the need for travel. So, they duct-taped a webcam to an old IV stand, got a bracket from Mitre 10 and engineered it so that life is easier when more than a couple of people are present for a meeting. “We don’t all have to crowd round a laptop screen anymore, especially as video-conferencing facilities are (far) away in other parts of the hospital” said Neil Fibbens, IS Project Manager.



DIY



Build on



Test

MONEY

Bringing a sense of relief

A great idea doesn't always need money to make it happen. Nicky Gray and Abby Bond – two radiation therapists – were aware that the daily bladder preparation for men having radiation treatment for prostate cancer was causing many of them a lot of distress. This preparation involves making sure the patient's bladder is full during treatment. However, for many men with prostate cancer, keeping a full bladder for any length of time can be almost impossible. Often trying to achieve this resulted in a lot of unnecessary embarrassment for the men... and it could also be extremely time consuming for them.

Nicky and Abby were certain there had to be a way they could help these patients. So, they started a conversation with the Continence Nurse Specialists. Together they set up regular continence education for the men in the months before the start of treatment. The team is a truly multidisciplinary one and more recently has expanded to include a Continence Physiotherapist. This new and improved service didn't involve a budget change, achieving successful results with collaboration, inter-disciplinary understanding, and a degree of reorganisation. The patients feel less stressed because they have improved bladder control, their side effects are kept to a minimum, and the visit time for many men is shorter. Triple win.



Join forces



Focus



Build on

Money



IDEAS PERSON

This idea needs external expertise or equipment. Where can I find the money?



MANAGER

My budget doesn't include money for this idea. Where could this money come from?

<p>What are the minimum resources I need to test my idea?</p>	 Boil down	<p>Can I find any money in the budget for this idea?</p>
<p>Who else from outside the organisation is interested in my idea? What external funding is available for this type of idea?</p>	 Join forces	<p>How can I ensure that internal resources are available when we need them? How can I help my staff apply for external funding? How can I help my staff collaborate with external organisations?</p>
<p>Could my idea end up saving time and resources? How can I convince our organisation to invest in my idea, in order to save?</p>	 Structure	<p>How can I work with the ideas person to build the business case for this idea?</p>

I need approval



IDEAS PERSON

Who do I need to ask for approval?



MANAGER

Does the risk of this idea require approval? Can I give it?

Can I alleviate the risks of testing my idea?
Can I minimise the resources I need so I don't need approval?



Boil down

Can the ideas person test the idea in a risk-free way that doesn't require extra resources?

Can I explain how my idea lines up with current priorities or strategies?



Dig deeper

Does this idea line up with strategic priorities?

How can I suggest my idea while still being open to input from others?



Float

Who could help this happen and who could block this idea?

How can I support the ideas person to float the idea?

APPROVAL

Sense-able energy

As a contractor to Otago Polytechnic, Neville Auton did an energy audit of our buildings way back in 2012. At the time he could see the opportunity for smart sensors to be installed around the campus, tracking energy usage and showing us where the problem spots were.

So, when Neville was hired as a staff member a few years later, he created a business case for his idea and submitted it to the Leadership team.

They gave the green light and teamed Neville up with the Campus Services team to help with installation. Now over 100 smart sensors have been installed around campus. Monitoring these will save us thousands of dollars in energy bills each year.

As an added bonus, the sensors can be sold commercially to other organisations who are keen to save energy.



Structure



Join forces



DIY

BUY-IN

Meals with a message

The Older Persons' Health Service came up with a way to help prevent falls by using placemats at the dining tables! They wanted to use the mats to reinforce messages on fall prevention strategies. Rather than launching straight into designing and developing the placemats they tested the idea by drawing their messages on the placemats and then talked with patients and their families. They then went on to boil down and refine the idea by talking with colleagues.

What they discovered in this testing phase was that the placemats stimulated supportive conversations between the patients about falls prevention strategies. The end product is a variety of colourful, non-slip placemats with key messages vital in keeping people safe from falls.



Test



Boil down



DIY

Buy-in



IDEAS PERSON

I'm convinced of my idea, but no-one else seems to be



MANAGER

This person seems locked into their idea and isn't open to feedback

Who else can I talk to who deeply understands the problem?



Dig deeper

Ask the ideas person who else they have talked to about the idea? What feedback did they get?

Am I willing to ask for feedback on how I present my idea?

Who do I need to convince to get support for my idea?



Float

Who will the ideas person listen to and how can I help this happen?

Can I explain the idea easily to someone who knows nothing about it?



Boil down

Is the problem, solution, and benefit clear? Can I help the ideas person explain it?

Could someone else be a better person to float my idea? Could my skills kick in later?



Join forces

How can I help the ideas person gain the support of others?

Navigating the system



IDEAS PERSON

What personalities, roles, and dynamics in our organisation could help or hinder this idea?



MANAGER

Who do I need to influence to help progress this idea?

Who influences decision-making informally with the organisation, possibly outside their formal role?
Can I line up my idea with priorities/strategies that are important to the organisation?



Dig deeper

How can I use my position to help gain the support of the informal influencers who could have an impact on this idea?

Can I help this idea align with current priorities that are getting resourced?

How can the problem my idea addresses be more visible within our organisation?
How can I make it easy for people to say 'Yes!' to my idea?



Focus

What contacts or information can I help access that will reinforce the problem, and/or endorse the solution?

Who can I meet with who would help influence a formal decision?



Float

Who do I need to meet with who has a strong influence on decision-making?

NAVIGATING

Food for thought

Richard Mitchell from Food Design wanted to take culinary arts and put it on the map. He had a vision to launch our innovative qualification with an international festival.

After about a year of leg work – floating his idea, getting people on board, and digging deeper into what the audience wanted – the International Food Design Conference & Studio was born.

It brought famed food designers from Europe and all around New Zealand to Otago Polytechnic for three days of workshops, events, and eating. Attended by hundreds of industry professionals, food writers, and members of the public, it was a huge success.



Join forces



Dig deeper



Float



Introducing...

This idea built on the Safewards initiative where staff are encouraged to do things to enhance relationships, and reduce conflict and containment as much as possible. Within the mental health setting the development of therapeutic relationships is the heart of nursing. Staff in Ward 9B have used simple technology to create an environment of mutual familiarity that helps form faster therapeutic relationships. They create a sense of trust and warmth. There is a prominent presence of staff photos and personal information about each staff member such as hobbies they participate in and interests they have.

▶ Hi, my name is David, I'm the Ward 11 Unit Manager. I'm also an Occupational Therapist. I have 3 young children, I enjoy playing guitar and doing building and renovation work around my home.

DAVID JAGGARD – UNIT MANAGER



Build on



Boil down



Dig deeper

“That’s just how we do things around here”



IDEAS PERSON

But I’m sure there’s a better way



MANAGER

Everyone is comfortable with how we do it now, why change?

Does anyone else in your team or wider organisation share your frustration?



Boil down

How can we raise this idea in the team in a way that encourages a focus on the difference it could make to our customers?

Could your idea be trialled alongside current processes?



Dig deeper

Can we maintain the status quo AND test a change at the same time?

How can I capture the scale of the problem or frustration for our users? Is this strong enough to justify a change?



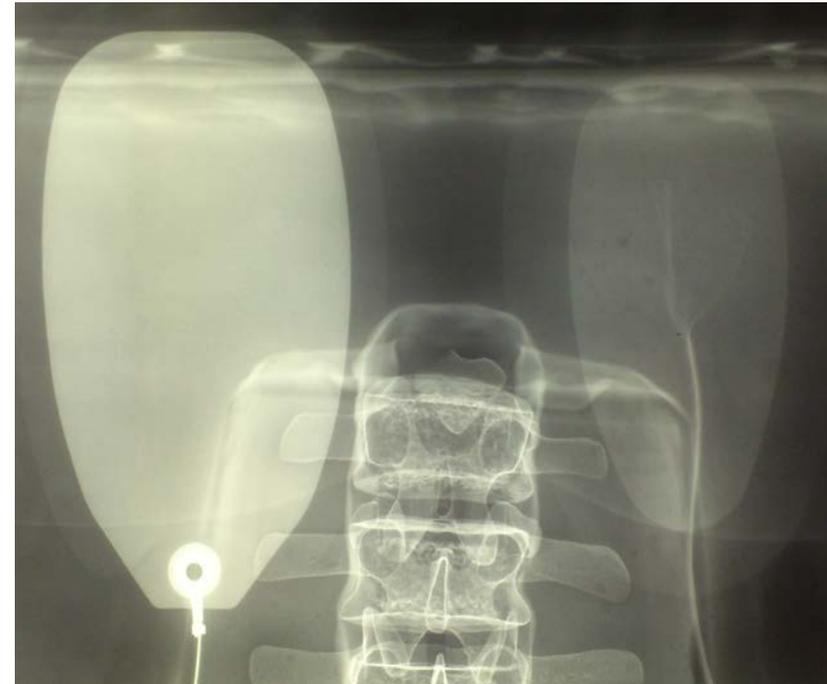
Float

How can we keep the focus on the user while making sure those who want to keep the status quo are heard?

NAVIGATING

X-ray vision

Emma Guglietta, a Senior Cardiac Physiologist noticed that patients who arrived acutely at the Cardiac Catheterisation Lab (Cath Lab) generally came via the Emergency Department. These patients usually already had defibrillator pads attached, however they were having to be removed and replaced in the Cath Lab with radio-transparent pads that allowed x-ray images to penetrate. Emma found out who could help her solve this problem, and joined forces with the team in the Emergency Department. Placing the radio-transparent pads on the patient right at the beginning eliminated the need for extra monitoring/cables as the patient's rhythms are able to be monitored via the pads. This saves time as it is easy to quickly attach the x-ray capable pads to the Cath Lab defibrillator on arrival. This improved process gets the patient treated faster.



Join forces



Build on



Structure

MONEY

Getting into the swing

A rugby academy had been run in the past by Otago Polytechnic but had been disestablished a while ago. Staff had floated other ideas for other academies, but we needed to figure out if they were worth doing. Because our Sports and Adventure staff are so passionate about what they love, they needed an objective opinion.

We commissioned an outside consultant to research the potential for a new sports academy. The research was positive, and golf was settled on as the sport we could run with, as it would appeal to our international clients.

The strength of this work has meant that Megan Gibbons from Sport and Adventure is working to put the golf academy into place and has had it 50% funded by government agency Education New Zealand.



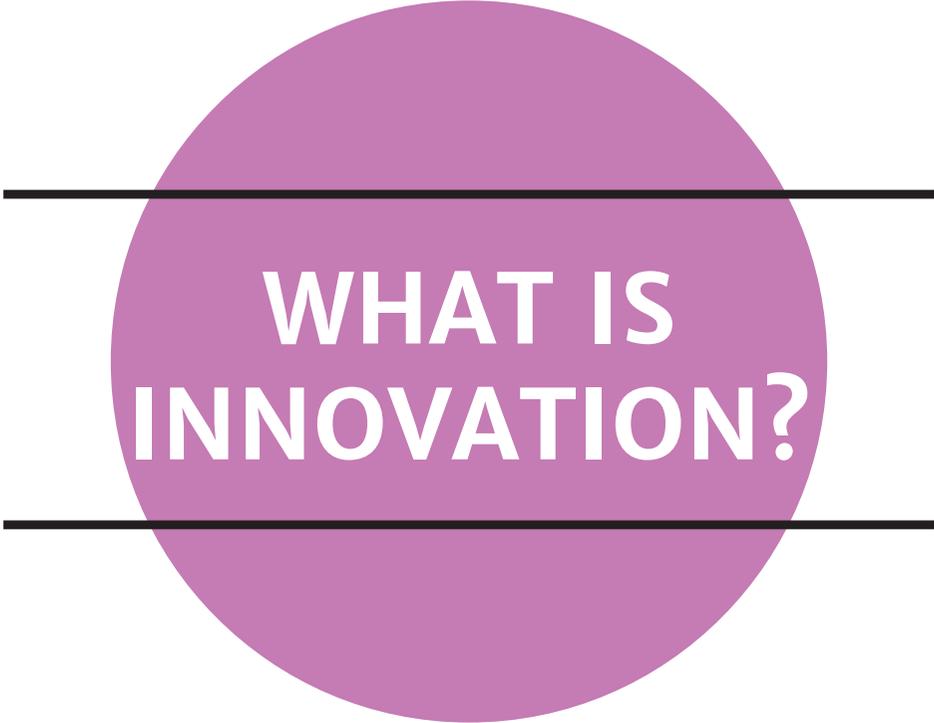
Join forces



Dig deeper



Structure



WHAT IS INNOVATION?

Put simply, innovation is doing something different that has an impact. Innovation is for all of us. **It is about team.** It isn't necessarily about technology or about inventing something. And it definitely isn't about a solitary genius. It's not even about being unique. Borrowed ideas are good, too.

Thinking allowed!

Innovation comes from ideas and is the process of bringing those ideas to life...

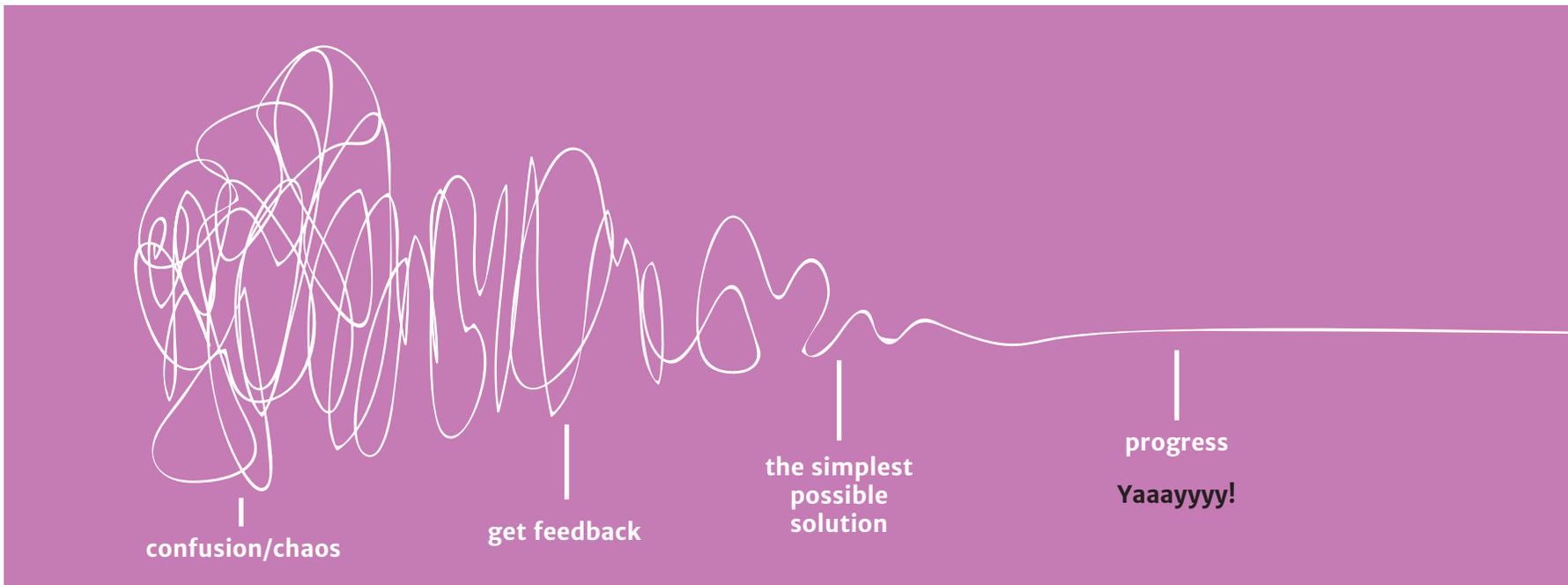
...and ideas come from thinking, so thinking is definitely allowed! Professor Ieuan Ellis, Pro Vice Chancellor for the Faculty of Health and Social Sciences at Leeds Beckett University, noted “I always wondered why somebody didn’t do something about that...but then I realised I am somebody!”

Sadly, many people are overly concerned about how their ideas will be perceived. Most ideas never leave the thinker’s mind because of this internal editing, so thinking aloud really is good. Share your idea - no-one is going to steal it...and feedback is so useful. Your idea may change when you share it, and that is good. The fantastical, big ideas in our heads are important, yet you will

find that many small insights come together to bring these big ideas into the world.

Never underestimate the importance of thinking. It will be the powerhouse of your whole innovation process. Thinking is how you identify your problem - how you make sure you are clear about what you want to achieve.

Albert Einstein summed up the importance of thinking when he said, “If I were given one hour to save the world, I would spend 59 minutes defining the problem and one minute resolving it!”



Adapted from The Process of Design Squiggle by Damien Newman, Central Office of Design. This image is licensed under a Creative Commons Attribution-No Derivative Works 3.0 United States License.

The journey of your idea

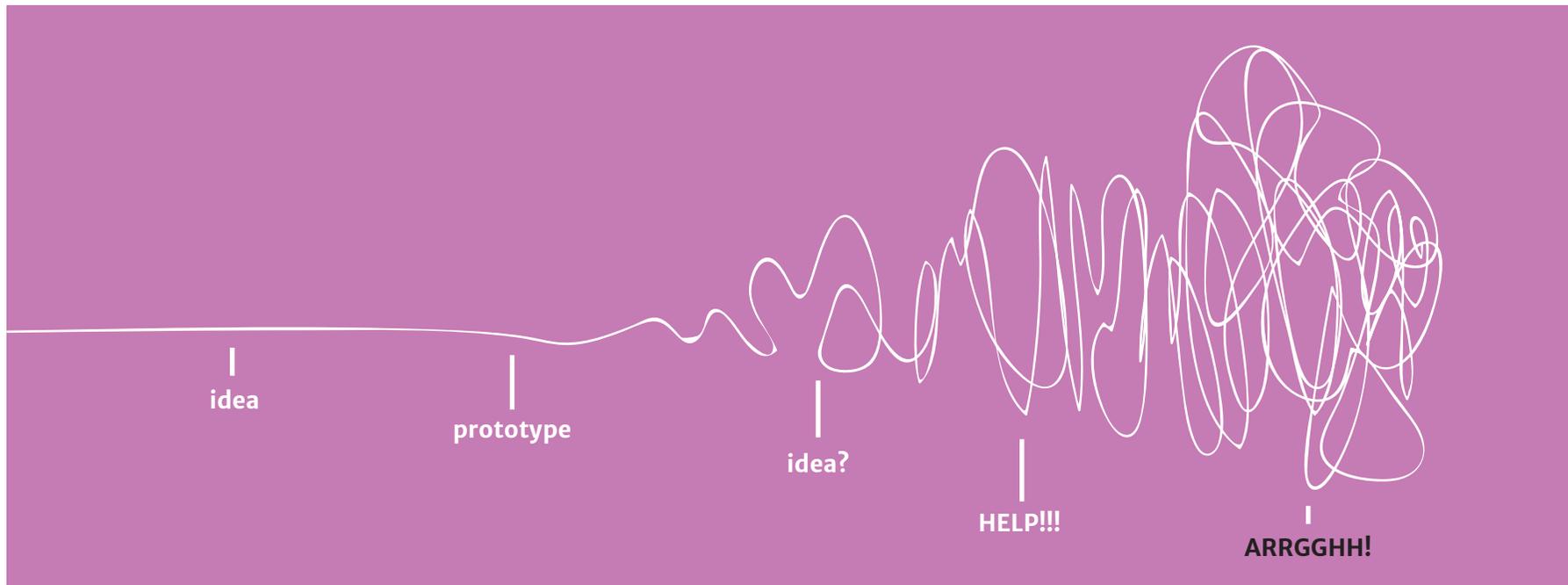
So, once you've had your idea it needs to go through a process of refinement. Sometimes this can feel chaotic and confusing. As you develop your idea further, it is critical to collaborate and make use of your organisation's formal mechanisms that support innovation.

Your first iteration may be misleading and not reflect what you want it to. You will find yourself working your way through a mass of information as you seek to further define what the real problem is. And don't necessarily accept the problem as you first saw it. Probe. Prototype. Collaborate. Ask why. But above all, act. This step often consumes more time than actually finding the

solution. And therein lies the real danger – that we jump to the solution before we really know what the problem is.

It's a work in progress...but never lose sight of your purpose or your problem.

Eva Gluyas, Commercial Strategist and Innovation Co-ordinator at Otago Polytechnic, is only too well aware of how this phase feels and affirms how important the process is to the overall outcome. "Once we have our idea, we often get seduced by all sorts of distractions – how to do it, how it can work, what it can do," she says "and we lose sight of why it is needed...what its purpose is." Always keep the purpose behind your idea at the forefront of your mind...and talk to people who can help you.



Not all ideas work...but that's OK too

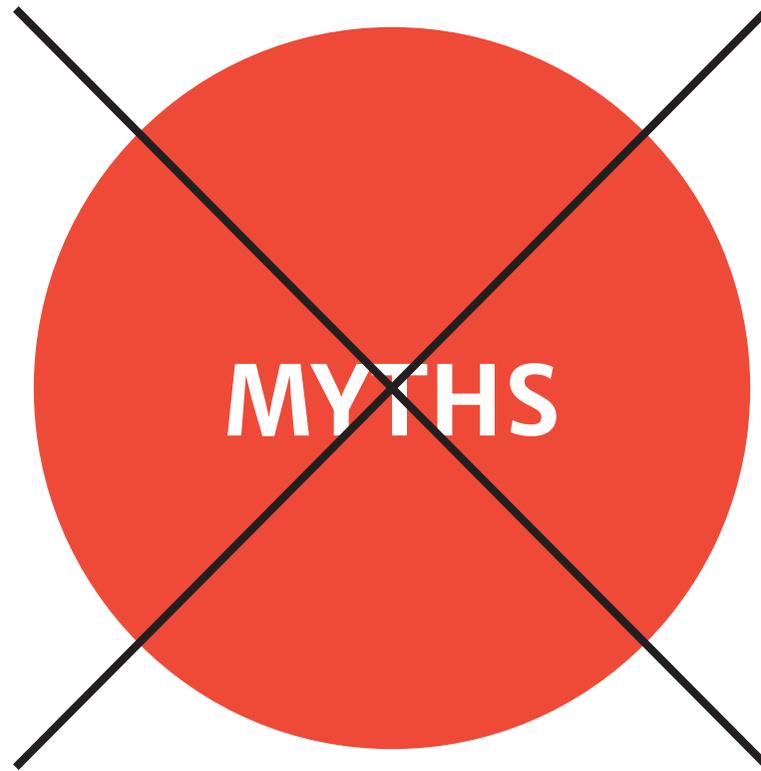
Sometimes, despite everything you have done and despite a lot of collaboration and careful thinking, your idea just won't work. That's OK. Jeff Bezos, the founder and CEO of Amazon says "... the good thing is...there isn't a last nugget (of gold). Every new thing creates two new questions and two new opportunities." You will have other ideas worth exploring.

"The best way to have a good idea is to have lots of them"

- Linus Pauling

If your idea doesn't fly, don't give up! There are lots of techniques to spark another idea. Here are three:

- 1. Five innovation skills you can practice and use to discover new ideas**
Google "The innovators DNA"; there's a video too.
- 2. 101 Design methods you can choose from**
<http://www.101designmethods.com/>
- 3. Alternatives to brainstorming**
<http://blog.gotomeeting.co.uk>
Google "Five alternative ways to brainstorm"



6 innovation myths BUSTED!



Innovation is for creative people

Images of innovation are dominated by hipster-looking designer types in rooms plastered with post it notes. While this might be photogenic, real innovation needs people who can get stuff done, keep track of things, make things, report on progress, and juggle resources – work usually best NOT done by designer types!

Graham Strong, commercialisation manager for Otago Innovation Limited, suggests “A creative person is only one wheel on the cart. All the other wheels need to be there to make this thing go forward.”



Build it and they will come

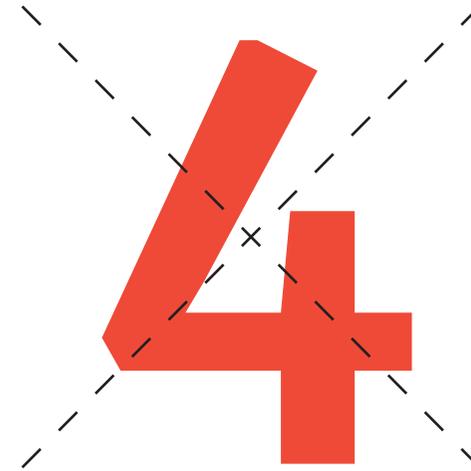
The Apple iPod story is sometimes used as an example of how people don't know what they need until you offer it to them. Advocates of this approach suggest that you shouldn't put too much time into asking people what they want as they may not know.

While people may not be able to articulate exactly what they want, digging into their frustrations and desires should always be the starting point. “Fall in love with the problem, not the solution” Uri Levine suggests. The iPod was actually built on the desire people have for music wherever they are, and the success of car stereos, walkmans, and portable CD players.



Innovation is exciting

Coming up with ideas can be exciting, but Thomas Edison summed it up as “success is 10% inspiration and 90% perspiration.”



Innovative ideas have to be big and unique

We love stories about audacious world-first ideas that have made it big, but innovation can be as simple as adopting a small idea that has worked somewhere else. Ideas don't have to be unique – ideas can simply be new to you and your organisation.



Innovation is driven by inspirational individuals

The media has created rock star innovators that make it seem like it's about one person at the top. In reality they have all surrounded themselves with other incredible people who add value behind the scenes. Innovation is always a team effort, not an individual one, and it isn't always accompanied by a fanfare.



My job is to do my job well – innovation is for managers to worry about

Ken Aitcheson, regional manager for NZ Trade and Enterprise, believes we must destroy the belief that innovation is the responsibility of management or senior leaders.

Innovation needs people working at the coalface to recognise problems that need solving, and to take the lead in helping solve them. A manager's role is to encourage staff to explore challenges, float ideas, and find the resources and time to let them be trialed.



Our 'best of' innovation reading, resources, and events



BOOKS

Thinking Differently - NHS Institute for Innovation and Improvement

Lynne Maher, Paul Plsek, Sarah Garrett, Helen Bevan

“While UK-centric, this book is focussed on health innovation and it’s easy to navigate. The case studies are informative and offer insights into lessons learnt” Cherie McConville, Director of Performance, Southern DHB

The Innovators Method – Bringing the lean startup into your organisation

Nathan R. Furr and Jeffrey H. Dyer

“This is packed with tips gleaned from research into over 500 organisations and what the most innovative of them do differently – gets 5/5 stars on Amazon reviews. When there are so many innovation books available, this is high praise” Peter Harris, Innovation Facilitator, Otago Polytechnic

101 Design methods – a structured approach for driving innovation in your organisation

Vijay Kumar

“I love this book because it offers structure for how to approach innovation but you can also dip into it and find inspiring methods to make innovation easier” Veronica H Stevenson, workSpace Story Strategist

The Little Black book of Innovation – How it works and how to do it

Scott Anthony

“This offers a great grounding in the leading innovation thinkers, and suggests a 28-day programme for anyone to try who wants to become more innovative” Peter Harris, Innovation Facilitator, Otago Polytechnic

Think Big Start Small Move Fast - The Blueprint for Transformation. The Mayo Clinic Center for Innovation

Nicholas LaRusso, Barbara Spurrier, Gianrico Farrugia

“Truly great organizations do not just achieve great results; they are also relentless in the pursuit of continual improvement. This book offers both methods and motivation to leaders in any industry who understand that the pursuit of excellence is never-ending.” Donald Berwick, President Emeritus and Senior Fellow, Institute for Healthcare Improvement

Agile Innovation -The revolutionary approach to accelerate success, inspire engagement, and ignite creativity

Langdon Morris, Po Chi Wu

“This book provides practical advice that is easy for anyone to pick up and read” Viv Allen-Kelly, Innovation Facilitator, Southern DHB



ONLINE

www.innovationexcellence.com/blog/

“They have articles from some leading innovators and consultants from around the world on everything from culture to leadership to processes.” Neil Meekin, Director, Hunchbuzz Ideas platform

www.coursera.org/learn/design-thinking-innovation

“This online course is free and offers some great examples of innovation methods and case studies.” Peter Harris, Innovation Facilitator, Otago Polytechnic



EVENTS

Startup weekend

Events to be held in Dunedin, Invercargill and Queenstown in 2016

This is a 48-hour event where ideas are floated on Friday night and people form teams around the ideas that appeal. Mentors support the teams to explore and test the ideas before pitching to a panel on Sunday night. The event offers a chance to float an idea or to be part of exploring an innovative idea over a weekend of intensive team work – NO prior business experience needed.

Danny Healy – 2015 Startup Weekend participant “Its incredibly intense and you can pack a lot of learning into a very short amount of time. I’m so glad I signed up for it, it’s been incredibly worthwhile.”

Southern Innovation Challenge

Southern DHB wide yearly event

This is an opportunity for all staff to pitch an idea to a panel of judges for a chance to secure funding to bring the idea to life!



Creating a book is no mean feat, let alone writing one in a week!

But that is what we did, and our leaders wholeheartedly supported a group of us to take time out of our busy work lives to create what you have in your hot little hands. We believe this demonstrates our leaders' supportive and open-minded commitment to innovation in our organisations.

“Our staff are like CEOs.
At home they manage the
finances, make strategic
decisions, come up with ideas
and innovative solutions to
everyday problems”
- Sister Mary Jean Ryan

Thank you to all those who came along and told us what you loved and what you didn't. Here are some of you, and please know that even if your name isn't here, we thank you wholeheartedly for your help.

Allan Cumming	Graham Strong	Ken Aitcheson
Alistair Regan	Jean Tilleyshort	Lance Elder
Caro McCaw	Jonathan Duncan	Liz Gordon
Eva Gluyas	Jon Bones	Richard Blaikie

Finally, and most importantly, a huge appreciation to anyone who has an idea, innovates, implements the idea, or thinks creatively. Essentially we thank you for innovating everyday – it may be as simple as talking with a colleague to change a process, or bending some number 8 wire to fix a problem.

We believe this talent can and is transferred to the work environment everyday.



WITHIN OTAGO POLYTECHNIC

WITHIN THE SOUTHERN DHB

People to float your idea past who are employed to help

Peter Harris, Innovation Facilitator
pharris@op.ac.nz
027 230 9971

Hannah Sinclair, Innovation Project Assistant
hsinclair@op.ac.nz
021 162 2298

Vivienne Allen-Kelly, Innovation Facilitator
Viv.allen-kelly@southerndhb.govt.nz
0274 693 602

Funding that can help

Pursuits fund – helps you test an idea. The Make it Fly grant can help you with background research.

Insite > Service Areas > OPen Innovation

Before filling out the forms contact Peter or Hannah so they can help you! We can also help identify any external funding sources.

Southern Innovation Challenge is a yearly event where staff are encouraged to present an idea to a panel of judges for a chance to secure funding and bring the idea to life!

To access application form go to Sharepoint, Performance Team, Innovation library or email innovate@southerndhb.govt.nz

The HealthCare Otago Charitable Trust

Finding the skills you need

If you know people who could help, get on the phone, invite them for coffee, or ask Peter, Hannah, or your manager to help set up a meeting.

Think of the team around you and outside of your service that may bring value to your idea, or ask Vivienne or your manager to help support your request for help

WITHIN OTAGO POLYTECHNIC

WITHIN THE SOUTHERN DHB

Sources of research to help you dig deeper

The Performance Portal provides OP statistics
Insite > Performance Portal

The Organisational Research team has details of staff and student feedback
Insite > Service Areas > Organisational Research

Access the Performance Team, Innovation library site on Sharepoint or email innovate@southerndhb.govt.nz for the following:

- Case Studies on DHB staff
- Brochure
- Calendar
- Readings and Research
- Media articles

Take a look on the Southern DHB Library website or contact Library@southerndhb.govt.nz for further resources

Innovate – an online discussion board is where staff are able to place their idea for others to give feedback.

Strategies that could add weight to your idea

Insite > OP Strategy

Access the Performance Team, Innovation library site on Sharepoint or email innovate@southerndhb.govt.nz for the Culture of Innovation document

Examples of our staff that have innovated successfully

Check out our website: www.op.ac.nz

Take a look on Southern DHB Innovate YouTube channel to hear stories from DHB staff on their innovation.

Innovate Newsletter is produced bi-monthly to showcase remarkable staff, update on innovative ideas received and interesting snippets.

We encourage you to:

Keep going. Make a start. Act. Act like a CEO. Get support. Keep talking about your ideas. Encourage others. Help us all create a culture of innovation.

Yours in innovation – The Creators:

Cherie McConville

Veronica Stevenson

Hannah Sinclair

Victoria Griffin

Noelle Bennett

Viv Allen-Kelly

Peter Harris

Ticket to innovate

You have our permission!

This ticket offers the bearer total backing to innovate within your institution if you...

1. Are motivated by improving things for our clients, students, service users, and staff
2. Have uncovered a real problem that frustrates a whole bunch of people, and can back it up with data or case studies
3. Are open to testing your idea, getting feedback, and refining it to make it the best it can be
4. Have found others to join forces with – this can be people inside or outside your organisation but SOMEONE needs to share your vision
5. Can reassure us that any risks can be managed. Basically, any aspect of your idea must not put our users or organisation at risk

Go forth and innovate!



Phil Ker
CEO, Otago Polytechnic



Carole Heatly
CEO, Southern District
Health Board

