

The Innovation Journey

VandeVen, Polley, Garud & Venkataraman, 1999.

The innovation journey is a nonlinear cycle of divergent and convergent activities that may repeat over time and at different organizational levels if resources are obtained to renew the cycle, p. 16.

Identifying, Formulating And Solving Problems



Problem Identification

What are the problems, challenges, and barriers interfering with our progress?

Develop a List of Problems

1. Individually – Jot down as many problems, etc that come to mind in about 2 minutes
2. Cooperatively -- Share individual lists and create a joint list in about 5 minutes

Do Not Solve (yet)

Be Realistic and Specific

Addressing Problems -Iteration One

1. Select One Problem
2. Clarify the Problem
3. BRAINSTORMING – Create at least Three Possible Actions that will Solve, Resolve or Eliminate the Problem
4. PLANNING – Prioritize the Possible Solutions:
Plan A, Plan B...Develop a Plan
5. Establish Specifications, Constraints, Criteria for Workable Solutions

Suggested Group Roles

1. Recorder – Prepares and submits written product from group.
2. Scribe – Records group's ideas, suggestions, plans, etc. on Flip Chart
3. Summarizer/Reporter – Prepares and presents brief summary of group's work

Group Processing Plus/Delta Format

Plus (+)

Things That Group Did Well

Delta (Δ)

Things Group Could Improve



Addressing Problems – Iteration Two

1. Refine plan from Iteration One; Select a Different Problem From List; or Formulate and Address a New Problem
2. BRAINSTORMING – Create at least Three Possible Actions that will Solve, Resolve or Eliminate the Problem
3. PLANNING – Prioritize the Possible Solutions: Plan A, Plan B...Develop a Plan

Addressing Problems – Iteration Three

Invert the Problem –
Which Problems Could Be Solved
with a Given Solution?

1. Chose a Solution
2. Summarize how particular problems could be addressed with that solution

Implement a Process (such as this) to Identify, Formulate, and Solve Problems

Expect Some Problems, Challenges, and Barriers

1. Recognize problems when they appear (or before they appear)
2. With one or more colleagues, develop three or more solutions
3. Implement one, evaluate, replan, and retry