

creativity and innovation

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ESADE

Two of the most profound innovations of the last 50 years came out of public organizations



INTERNET

Defense Advanced Research
Projects Agency



World Wide Web

CERN



European Organization for Nuclear Research



according to Wikipedia

<http://en.wikipedia.org/wiki/Innovation>

An **innovation** is a **new way of doing something**. It may refer to incremental and **emergent** or radical and revolutionary changes in thinking, products, processes, or organizations.

<http://en.wikipedia.org/wiki/Creativity>

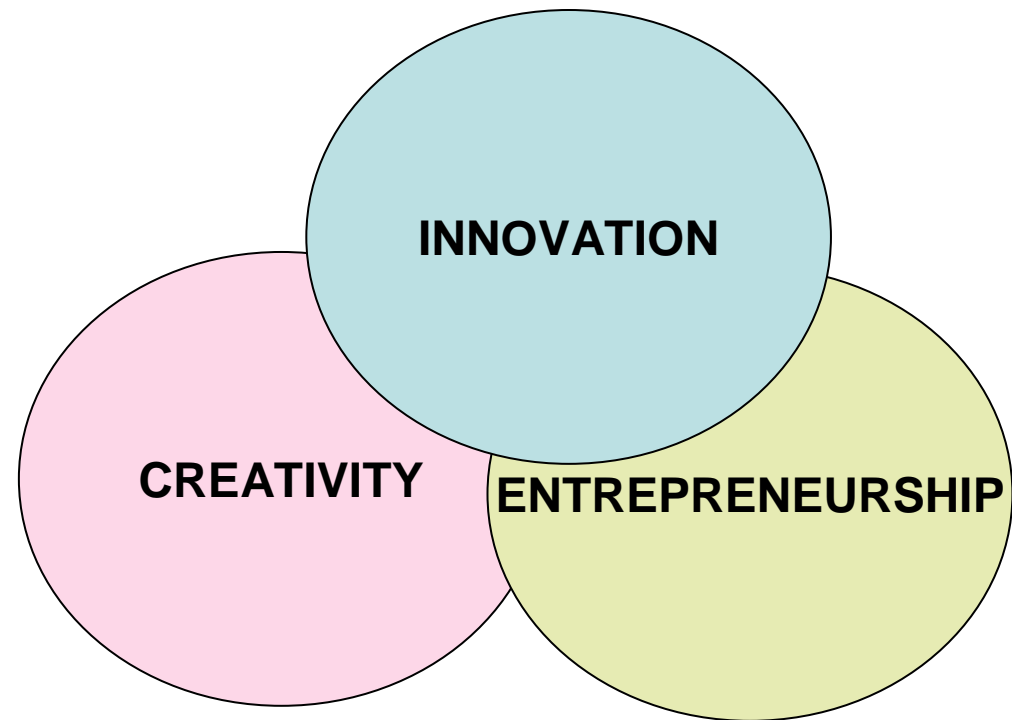
Creativity is a mental and social process involving the generation of **new ideas or concepts**, or new associations of the creative mind between existing ideas or concepts

[http://en.wikipedia.org/wiki/Arete_\(excellence\)](http://en.wikipedia.org/wiki/Arete_(excellence))

Arete (Greek), in its basic sense, means "**goodness**", "**excellence**" or "**virtue**" of any kind. In its earliest appearance in **Greek**, this notion of excellence was ultimately bound up with the notion of the **fulfillment of purpose or function; the act of living up to one's full potential**

PUBLIC SECTOR INNOVATION :

Changes in the contents, structures or ways of operating within public administrations that work towards **creating public value.**



- Ideas in part new (rather than improvements)
- Taken up
- Useful

Public administrations taking on the challenge of innovation are forced to take more risks than those which maintain patterns of behaviour guided by stability, precedents and mere compliance of regulations.

Longo, 2007
ESADE



One doesn't manage creativity. One manages *for* creativity.

Amabile and Khaire, 2008
Harvard Business School



Public innovation cannot be simply institutionalised or planned.

But there are many things that governments can do to **improve the chances of new ideas creating public value.**

1. Overcoming deeply ingrained norms

- Public agencies approach innovation in terms of one-off change
- No one's job
- Risk aversion
- Too many rules
- Uncertain results
- High walls (silos)
- Unsuitable structures (monopolistic)



- Sustained innovation matters
- Do more with less



Woody Allen

“If you’re not failing every now and again, it’s a sign you’re not doing anything very innovative”



RISKS in public management

- Organizational
- Political
- Personal
- New rules/ regulations

2. Drawing on the Rights Minds

- Tap ideas from all ranks
 - Seek new solutions
 - Test new approaches
- Encourage and enable collaboration
- Open the organization to diverse perspectives



Tap all sources of service innovation (employees, private sector firms, nonprofits, other agencies, citizens)



Leadership and culture

Policies, behaviours and symbols matter in rewarding innovation

Encourage and enable collaboration

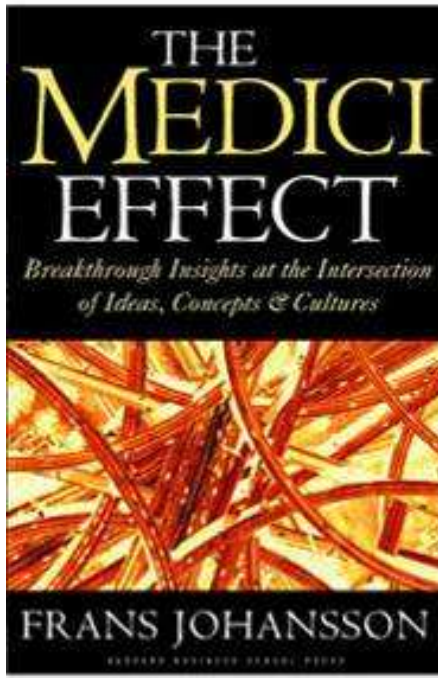


Companies contract with InnoCentive as "Seekers" to post R&D challenges. Scientists register as "Solvers" to review challenges and submit solutions online. The Seeker company reviews submissions and selects the best solution. InnoCentive issues the award amount to the winning scientist/Solver.

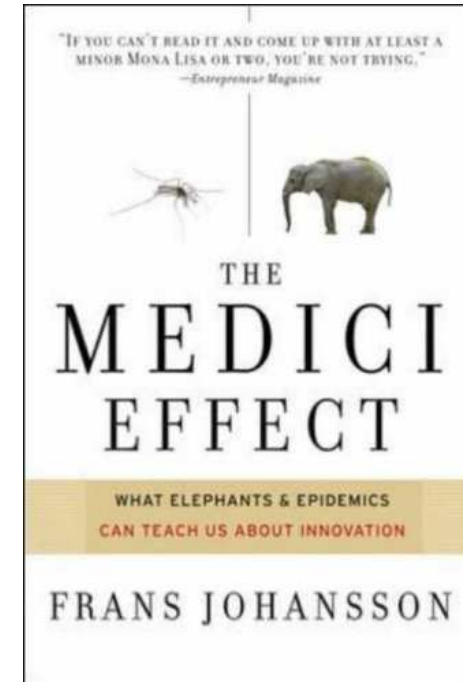


WIKIPEDIA
The Free Encyclopedia

Benefit from cross-border diffusion



2006

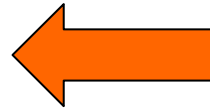


2004

Innovation is more likely when people of different disciplines, backgrounds, and areas of expertise share their thinking

Brown University brain science program

2009



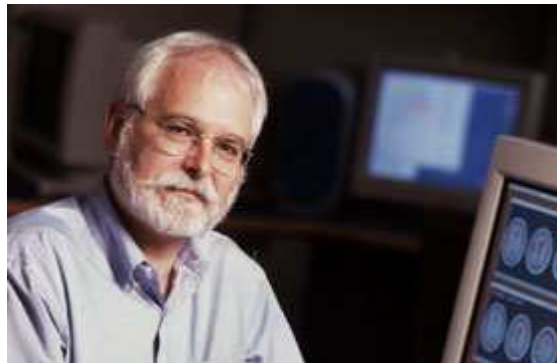
2008



**Giving hope to paralysis victims,
a monkey feeds itself using the
power of thought**

By DAILY MAIL REPORTER
Last updated at 3:28 PM on 14th July 2009

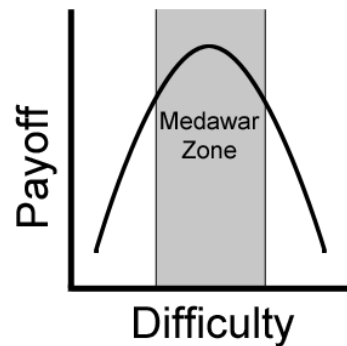
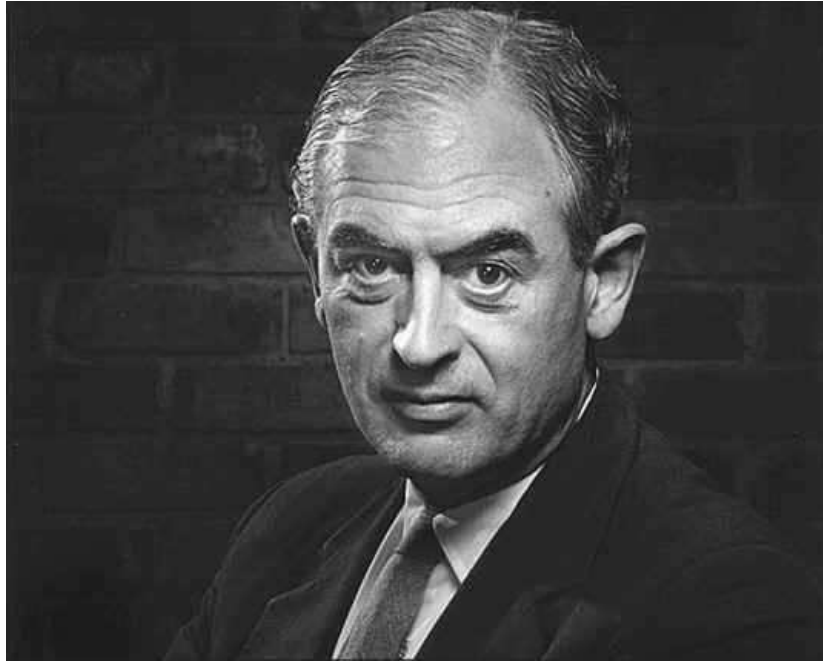
- Mathematicians
- Medical doctors
- Neuroscientists
- Computer scientists



John Donoghue
Director, Brain Science Program

Sir Peter Medawar The Nobel Prize in Medicine 1960

Predict ideas worth pursuing



“To predict an idea is to have an idea”
Because it is impossible to know in advance
what the next big breakthrough will be

Creative = Abstract
Innovative = Concrete

Having ideas is seldom equal
to getting things done



Citizens

Theodore Levitt
2007

Becoming involved in
the changes required
by social problems and
demands

Customers don't want products or services . . .



*"People don't want a
quarter-inch drill. They
hire a quarter-inch drill
because they want a
quarter-inch hole."*

*— Theodore Levitt
Harvard Business School*

. . . they want *outcomes*.

3. Bringing Process to Bear- Carefully

- Map the phases of creative work
- Provide paths through the bureaucracy
 - Overcome internal constraints
- Create a filtering mechanism



Rosabeth Moss Kanter

Harvard Business School

“Everything looks like a failure in the middle”

CULTIVATE

RISKS

- Organizational
- Political
- Personal
- New rules/ regulations

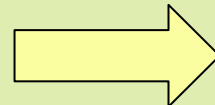
SCAN



PARTNER

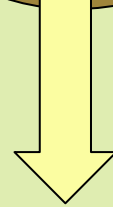
NETWORK

OPEN SOURCE

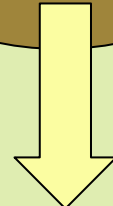


Innovation is about fail
Fail fast
Learn from the experience

SELECTION



CONVERSION



DIFFUSION

Prototypes
Pilots

Only a small proportion of pilots deserve **replication**



But gardens do have weeds

4. Fanning the Flames of Motivation

- Provide intellectual challenge
- Allow people to pursue their passions
- Be an appreciate audience
- Embrace the certainty of failure
- Provide the setting for “good work”



Dr. Henry Sauermann

College of Management at the Georgia Institute of Technology



The keys to creativity output are indeed **intellectual challenge** and **independence**

Howard Gardner
Harvard Graduate
School of Education

Mihaly
Csikszentmihalyi
Claremont Graduate
University

William Damon
Stanford



NOBLE work: work that is excellent technically, meaningful and engaging to the worker, and carried out in an ethical way



**ELIZABETH LONG
LINGO**
Vanderbilt University

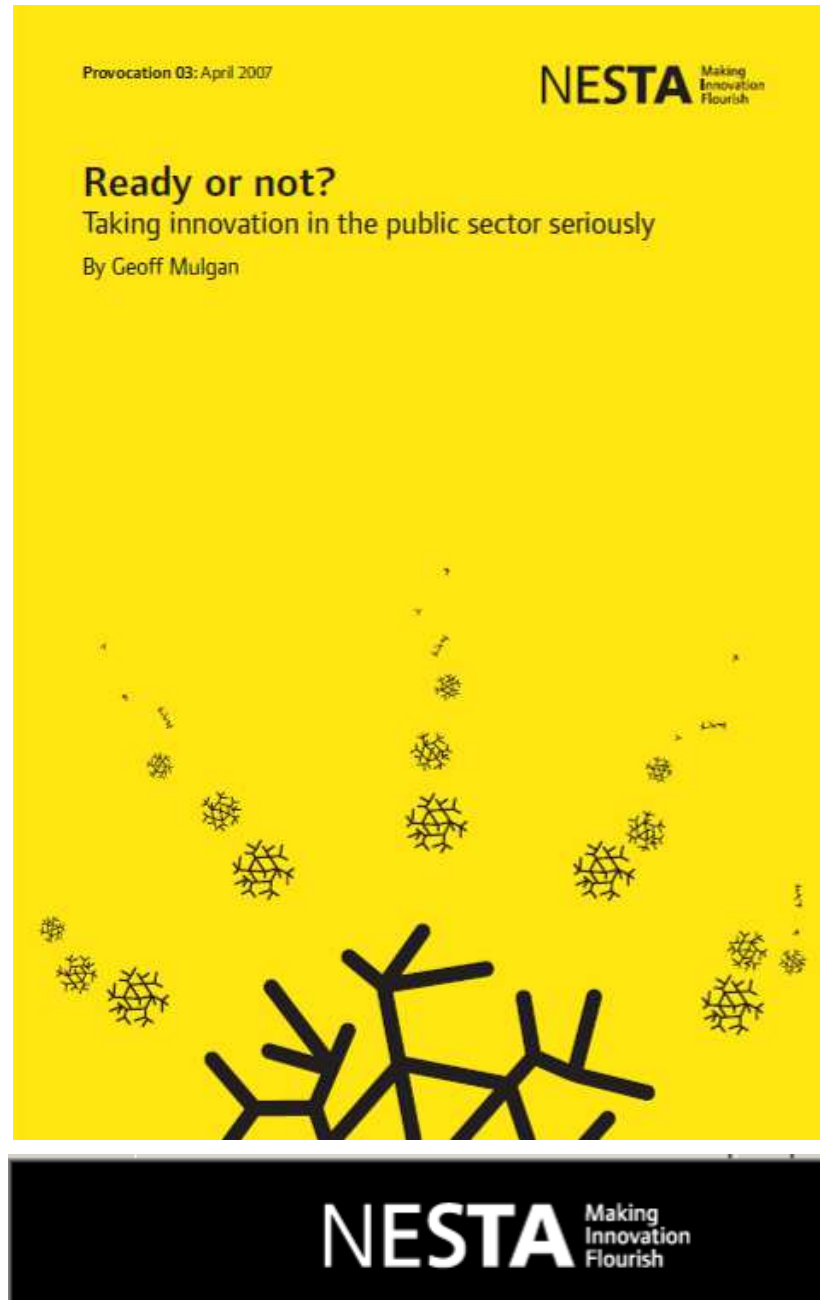


SIOBHÁN O'MAHONY
University of California
Davis

**Where is the glory of being a
“facilitator” as manager?**

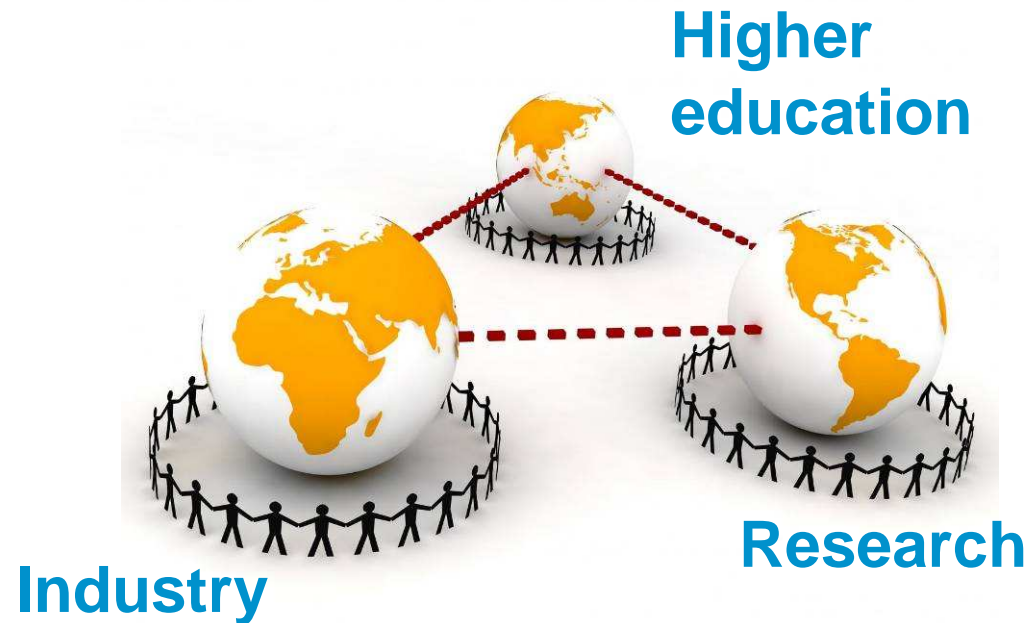
**The glory comes
from helping
others realize
their unique
talents and
reach a
collective goal**

Marrying
Research to
Practice



“InnoEnergy”

how to
design an
integrative
and
sustainable
KIC* in the
energy field?



EUROPEAN COMMISSION

THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY

Challenge 1: Integrative Objectives

Challenge 2: Partners commitment & Preparation

Challenge 3: Governance

Challenge 4: Managing the KIC

*Knowledge and Innovation Community

How to innovate and serve the public, not only by being competent in the present, but also by being ready for the future.

1. Reasons for public sector innovation

- To become involved in the changes required by social problems and demands

2. Purpose of innovation

- To maximize value created / resource used
- To build up institutional capacities
- To make public policies sustainable. Respond to long-term social needs

3. Necessary conditions

- Relational governance
- Incorporation of new values



**James
MARCH**
Stanford

Lack of **theory of novelty**.
Three conditions necessary:

SLACK

sufficient time and
resources for exploration

HUBRIS

inspiring managers to
take risks



OPTIMISM

when a vision of
something truly different
is made to seem more
promising than the status
quo

“Is possibly useful, even beautiful and just”

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