



SIX IMPOSSIBLE THINGS BEFORE BREAKFAST

Innovate Inside-Out^{EW}

6IT – Six Impossible Things Before Breakfast – is an organisational development program. It grows innovation culture inside companies and organisations through a focus on *intrapreneurship*.

Intrapreneurs are people willing to create and develop entrepreneurial, forward-thinking systems, balancing the needs of existing structures with a drive to think and act creatively, and to develop or add value to products, services and processes.

The program is delivered by organisational psychologist Dr Ian Plowman, in the context of the Edgware Model of entrepreneurial development. This stresses *capability* as well as *competence* – generic, human qualities related to entrepreneurial excellence, including creativity and play, personal development and self-fulfillment, empowerment and belonging, humour and enjoyment, team dynamics, ethical business practice, and social and environmental responsibility.

6IT - Intrapreneurship and Organisational Innovation

*Personal insight and application,
Embedded within organisational teams,
Embedded within the organization's products and services.*

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WHY 6IT?

YOU RISK	YOU NEED
An over-instructed, over-regulated workplace	Vision, meaning, belonging and loyalty in the workplace
Seeing change as a threat	To see change as opportunity
A fear of mistakes	The joy of learning something new
Questioning new ideas	Creation of new ideas
Big-Bang innovation	Continuous improvement
Short-term self-interest and self-defensive behaviour	Long-term cooperation and pursuit of a collective goal
Over-monitoring and control	Trust and responsibility
Internal self-orientation	Customer, organization and team orientation
Losing your most creative and talented people	People whose talent and creativity is allowed to blossom for the benefit of your organization

6IT INTRAPRENEURSHIP ...

- drives knowledge creation
- builds new organisational competencies and competitive postures
- increases profitability
- helps an organisation look at its market in new ways
- promotes proactive staff initiative and decision-making.
- builds confidence and team spirit
- enhances the quality and speed of both thinking and decision-making
- merges varying work styles
- promotes discussion of systems
- promotes inter-departmental communication and networking
- develops a culture of celebrating and rewarding ideas, progress, and results
- helps define organizational needs, vision, and direction
- encourages product and market diversification strategies
- encourages corporate venturing and strategic renewal

Intrapreneurs contribute through opportunity assessment, or the creation and commercialisation of new knowledge-intensive products, services or processes.

Intrapreneurs influence organisational learning



HOW?

6IT is highly a flexible and responsive organizational development program, shaping its activities to the issues and needs revealed in the ongoing workshop process.

6IT values relevance, results and price efficiency. Where possible, it is workplace-based. Introducing and instilling intrapreneurship works with systematic patterns of behaviour; program outputs are not resource-dependent.

Participants base their learning in a work-place issue or opportunity. They define a project, including project goals, then work on skills and capacities related to their goals by focusing on one or more of six content domains: personal mastery, relationship management, infrastructure management, knowledge management, client management, and the external environment.

6IT is offered as a 2-day **Workshop**, introducing intrapreneurship skills and tools, and a 9-week **Program**, working intensively with the company or organisation to introduce and sustain self-organising intrapreneurship and culture transformation.

6IT WORKSHOP

This two-day workshop introduces a range of entrepreneurial and organisational skills for application within an existing organisation wishing to overcome blockages and initiate or develop an innovation agenda. The workshop:

- Explains how our unconscious individual and organizational behaviours might be blocking the very goals we seek,
- Educates participants on the role of intrapreneurship and its development within an organisation,
- Introduces a set of intrapreneurship tools, and
- Trains participants in their use.

6IT PROGRAM

The 6IT Program is delivered through two full-day seminar/workshops, followed by nine two-hour workshops and a final half-day session where program outcomes are presented. The time-span for delivery, along with other program features, are negotiated with clients relative to their needs, the number of staff involved and their role within the organisation. **It is based in the workplace, and focuses from the beginning on specific, workplace-related projects related directly to the organisation's mission and purpose. These projects are the vehicle through which cultural transformation occurs.**



6IT PROGRAM - CONTENT

The 6IT Program focuses first on a practical, working understanding of

'Why we can't' – Why and how the structure of organisations inhibits creativity, entrepreneurial behaviours and processes.

Second, it identifies

'How we can, given that we can't' – How participants can use their emerging entrepreneurial capabilities to develop an entrepreneurial culture, in the context of their understanding of organisational constraints. This is demonstrated in practical, workable project activities.

A real-world project or projects is based in the host company or organisation. Projects need to have two underpinning characteristics (1) the passion of the person or persons driving them, and (2) the permission and patronage of the organisational sponsor.

Participants engage with all six of the 6IT content domains, with focus on their project:

1. personal mastery – topics that will enhance the confidence, skill or knowledge of an individual,
2. relationship management – topics that will enhance supervisor/ subordinate or peer/peer relationships,
3. infrastructure management – topics (e.g. finance, human resources, equipment) that pertain to supporting the primary task,
4. knowledge enhancement and management – topics that pertain to our primary task or service,
5. client management – topics that strengthen or invigorate our understanding of and relationship with the intended beneficiaries of our product or service, and
6. external environment – topics that increase understanding of and opportunity to positively influence the external environment within which all of the previous topic areas exist.

INVESTMENT

6IT Workshop (2 days): \$880 (incl. GST) pp.
6IT Program: Price by quotation

CONTACT

An obligation-free presentation on the program is available on request.

For more information contact:

Michael Doneman

michael@edgware.com.au

Ph 3369 6897

Mob 0402 394 166

www.edgware.com.au



FACILITATOR



Dr Ian Plowman is a consulting organisational psychologist, facilitator and researcher who works with companies, industries and government agencies. He specialises in fostering sustainable innovation and creativity.

Experience: Ian's experience spans private sector (18 years in finance and commerce), tertiary education sector (5 years in lecturing and research), government (13 years in executive development, total quality management, business improvement and innovation) and private practice. Ian parallels his professional work with continuous academic study and research. He has recently completed a contract to the University of Queensland as a Senior Research Fellow where he researched innovation within rural industries and rural communities. **Expertise:** Services include (i) cultural analysis (to identify blockages to innovation), (ii) organizational design of systems that enhance innovation, (iii) skills development (in creativity and innovation), (iv) facilitation (to aid the collective creative process), (v) conflict resolution (to address blockages to innovation), (vi) monitoring and evaluation (to ensure the success of the innovation program). Quantitative and qualitative research can also be provided in support of any aspects of innovation.

Qualifications: PhD in management (examining innovation in organizations); Advanced Masters Degree in Business Administration (where the thesis examined the organizational effectiveness of a major State institution); Masters Degree in Organizational Psychology (where the thesis examined blockages to organizational learning); Honours Degree in Clinical Psychology. Ian is a registered psychologist and a member of a number of professional associations.

Some recent assignments:

- Innovation seminars for a multinational aeronautics company.
- Consulting to CSR sugar in the Herbert to foster improvements in rail transportation.
- Cultural analysis of the drivers and blockers of innovation of the sugar industry in North Queensland. This two-year, \$600k project is the first attempt to undertake an objective analysis of the industry's unconscious impediments to innovation and to implement changes that specifically address those blockages.
- Research into innovation in organizations. This doctoral research, over eight years, involved analysis to identify the enablers and blockers of innovation within organization and has received acclaim for its unique design and the value of its findings. Arising from the research is a process that overcomes the unconscious blockages to innovation and frees up the creativity needed for new processes and products.
- Design and facilitation of numerous workshops using this new process.
- Research into the characteristics of innovation in rural towns, a Federally funded partnership between the UQ and the State Government. The findings have generated great interest in the media. The research design was 'borrowed' to survey the health of 60 NSW towns.
- Research into the characteristics that foster or block innovation in primary industry associations. This research was also a Federally-funded partnership between University and State Government.
- Visiting Research Fellow, Adult Learning Australia, commissioned to investigate unconscious blockages to adult workplace performance.



6IT – A SAMPLER

'Why we can't'

Hierarchical organizations, whether they be in the public or private sectors, are inadvertently conservative vehicles which unconsciously protect the status quo. If we have a desire to be innovative, then it is important to understand and overcome the blockages we have created. Activities and topics include:

- **Communications Game:** This game takes about 20 minutes to run. The intent of the game is to illustrate the effects of hierarchy on communication.
- **Four Determinants of Behaviour:** This experiential presentation illustrates where our behaviour comes from and how hard it is to change.
- **Fist/Palm.** A short experiential exercise that demonstrates instinctive resistance to change.
- **Finding Out:** A short experiential exercise that demonstrates the instinctive resistance to enquiry.
- **Human Motives:** A theoretical and experiential examination of different motives, the discourse that goes with each and their organisational consequences. This exercise includes an individual questionnaire.
- **Discussing the Undiscussable:** A theoretical and experiential acknowledgement that within any setting there are different levels of subject matter that are discussable or not. Blockages to innovation are often caused by those that are not discussable; therefore the blockages cannot be addressed. However, the exercise does lead in to creating the sort of culture that will shift the threshold of discussability, thereby enhancing the probability of innovation and intrapreneurship.

'How we can, given that we can't'.

Given the innate resistance to change or innovation, it is still possible to balance trusted systems with vitality and growth. Activities and topics include:

- **The Learning Spiral:** A tool for continuous improvement. The organisational learning diagnostic model (helping people identify possible projects).
- **Phases of Dialogue:** A mental model upon which 'Meetings without Discussion' is built.
- **Meetings without Discussion:** series of micro and meso skills and behaviours that foster more effective dialogue, thereby creating a culture within which innovation and intrapreneurship are possible.
- **Chit Chat:** a macro communication tool that improves the level of dialogue vertically and horizontally within organisations.
- **Characteristics of Innovative Organisations:** based on a meta-analysis of 46 international studies.
- **Learning to Think Like an Intrapreneur:** through analysing stories.
- **Intrapreneurial Action Learning Sets:** vehicles for peer support that meet between the fortnightly sessions.



MORE ON INTRAPRENEURSHIP

*Intrapreneurship is an important predictor of a firm's growth, in absolute (growth in number of employees and in total sales) as well as in relative terms (in comparison to competition in terms of market share growth)**

There is no 'one size fits all' approach to the development of personal and organisational capabilities of this kind, so Six Impossible Things is designed to be highly flexible and responsive to real-world needs and potentials in a given workplace.

The Edgware model is very practical: 'theory' is provided only in the service of 'practice'. It comes from university-based research into innovation and the commercialisation of intellectual property, and it has found a substantial market among startup entrepreneurs looking for alternatives to purely theoretical or competence-based training.

Everyone knows what Post-it® notes are. Most people have Post-it® notes. A lot of people use them. Many people love them. But Post-it® Notes were not a planned product. No one got the idea and then stayed up nights to invent it. A man named Spencer Silver was working in the 3M research laboratories in 1970 trying to find a strong adhesive. Silver developed a new adhesive, but it was even weaker than what 3M already manufactured. It stuck to objects, but could easily be lifted off. It was super weak instead of super strong. No one knew what to do with the stuff, but Silver didn't discard it. Then one Sunday four years later, another 3M scientist named Arthur Fry was singing in the church choir. He used markers to keep his place in the hymnal, but they kept falling out of the book. Remembering Silver's adhesive, Fry used some to coat his markers. Success! With the weak adhesive, the markers stayed in place, yet lifted off without damaging the pages. 3M began distributing Post-it® Notes nationwide in 1980 -- ten years after Silver developed the super weak adhesive. In 1999 worldwide sales of Post-it® Notes generated more than US\$1.3 billion for the company

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'Without the intrapreneur, innovation remains unrealised potential.' – Mark Robinson, Business Development Manager, Medical Markets, 3M.

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* Antoncic, B., and Hisrich, R. D. (2001), Intrapreneurship: Construct Refinement And Cross-Cultural Validation, *Journal of Business Venturing* 16, 495–527