You cannot stay on the summit forever; you have to come down again … so why bother in the first place?

Just this: what is above knows what is below, but what is below does not know what is above. One climbs, one sees. One descends, one sees no longer, but one has seen.

Rene Daumel
Innovative Leadership

How can we help individuals and organizations to become more innovative?

Why is Innovative Leadership important to sustain an enterprise and a planet?
Why did some people find and seize the great opportunities of their times?

They Won the Life Lottery
They Were Given Great Genes, Environment, Traits?

They Made Their Own Luck
Through good Habits, Hard Work, Perseverance, Passion, Risking?
By Being in the Right Place, with the Right People, at the Right Time?

They Tapped Into the Power Within Us All
They Found Their Power, and Their Purpose?
They Liberated the Creative Child Within?
They Attracted It to Themselves by Thinking It

They Connected With a Higher Power
We studied over 100 of history’s most successful and innovative leaders. We interviewed over 40 of the living. We began our search by looking for ‘field specific reasons’.

We discovered that contrary to our expectations, great innovators and achievers

all took the same actions
to find and seize the
great opportunities of their times.
Innovative Leadership
Finding and Seizing Great Opportunities

Four Actions to Seize Great Opportunities

Four Actions to Mobilize Support

Four Actions to Find Great Opportunities

What is the most important action you can take to position yourself to find great opportunity?
What is the most important action you can take to position yourself to find great opportunity?

Can we learn anything from geniuses?

Julie:

“Would Einstein have become an icon if he had stayed in the Patent Office?”

He had no passion for patents.

He was not great at it.

The rewards he was looking for weren’t in patents.

But he had Passion, Talent, and Potential Rewards in theoretical physics
1. Differentiate yourself for opportunity

- What am I most passionate about?
- What can I do better than others?
- What will bring me the highest rewards I’m capable of?
Your individual or organizational High Opportunity Zone is where you have a combination of high passion, strong expertise, and good reward potential.
How are you personally differentiated for opportunity?
What actions can you take to move more into the high opportunity zone?

How is your organization differentiated for opportunity?
What actions can move you more into the high opportunity zone?
2. ???
Electrical Vote recorder
circa 1868
What was Edison missing?

Failure

Electrical Vote recorder
circa 1868
Edison’s Vow
Menlo Park,
October 10, 1878

a light
with no flame
no blaze,
no noxious fumes
no smoke.
“Neither Mr. Edison nor anyone else can override the laws of Nature... there is no difficulty in seeing that more is promised than can possibly be performed.”

English scientist, John T. Sprague
Edison’s success in inventing electric lighting was a result of keeping the vow he made after his failure at vote recording.
Why is Expertise so Valuable?

“Being creative is like making a stew. The essential ingredient, like the vegetables and meat in the stew, is expertise in a specific area. No one is going to do anything creative in nuclear physics unless that person knows something, and probably a great deal, about nuclear physics.”

Dr. Teresa Amabile, leading creativity researcher
But there is an overwhelming amount of expertise in every field and the amount is growing hourly.

So how did the great ones ever master one field and sometimes two?
The great ones knew the value of expertise and they knew that the amount of expertise they needed to learn was enormous, so they had to find answers to two other questions:

- Which expertise is the most valuable?
- What are the most powerful ways to learn expertise?
Sam Walton’s lifelong pursuit of Discount Retailing Expertise

(Best Patterns, Principles, Processes, Practices)
Sam Walton’s savvy about the competitive advantage of IT, Logistics, and Supply Cost Reduction
What Are the Most Powerful Ways to Learn Expertise?

Four powerful learning processes are

• Devote quality time to learning
• Manage the thoughts that occupy your mind
• Use Deep Processing
• Learn in the Pursuit of Opportunity
Memorization vs Deep Processing

Simonides of Athens

circa 50 BC
Deep processing each learning adventure

Imagine that you have just attended a lecture in which the presenter proposes that we enforce policies XYZ to reduce emissions of carbon dioxide.

To deep process the lecture you and a partner can openly discuss:

Which presenter statement do you agree with? What’s its opposite?

Which statement do you most disagree with?

Present an argument you have heard or read from an expert in the field which agrees and one which disagrees with the presenter.

If the presenters policies were adopted by businesses worldwide, what would result?
Four powerful learning processes are:

- Devote quality time to learning
- Manage the thoughts that occupy your mind
- Use Deep Processing

- **Learn in the Pursuit of Opportunity**
Learning in The Pursuit of Opportunity
What % of our time do you devote to the pursuit of opportunity?
3. Learn to envision opportunity
What are the key Behaviors of Highly Innovative People like two time Nobel Prize winner Marie Curie?

They:
- put a high priority on creating and a low priority on consuming
- search for original opportunities to create
- learn with healthy skepticism, challenge assumptions / rules
- create like a child, persevere like a soldier
- reduce risk with expertise
- create a life that is a creative journey to the very end

What % of our time do we devote to creative endeavors?
The Myth of the “Poof”

Friedrich August Kekulé (1829-1896)

Discovery of the Benzene Ring

Les Wexner and the Limited

Obviously Unattainable Goals and Breakthrough Thinking

1976
4. Select only high-leverage opportunities
All organizations are opportunity rich and limited in resources.
Apply small amount of force

Give me a lever and a place to stand and I will move the world.

Archimedes 200BC
Apply small amount of resources at the High-Leverage Opportunity

Give me a lever and a place to stand and I will move the world.

Archimedes 200BC
Climbing the High-Leverage Ladder

First Step: Assess activities to find how many of them are focused on Low-Leverage Presented Problems
Climbing the High-Leverage Ladder
Second Step: Learn to focus on High-Leverage Presented Problems
Climbing the High-Leverage Ladder
Third Step: Find the Highest-Leverage Opportunities
Fourth Step: Elevate your strategies and objectives to a high-level. Select only high-leverage opportunities that support them.
Project Selection

Size of Star = Priority Assigned

Benefits of Opportunity

Resources expended (time, mind, capital)

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Moving from problem focus to opportunity focus.

Find a hi-lev opportunity first.

Hi-Lev opportunity
Moving from problem focus to opportunity focus

The way things are today

Find a Hi-Lev opportunity first

Analyze the way things are today
Moving from problem focus to opportunity focus

The way things are today

Solve Hi-Lev Problems in seizing

Find a hi-lev opportunity first
Analyze the way things are today

Solve the hi-lev problems that keep you from seizing it

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Reasons we don’t focus on hi-lev opportunities

1. We are conditioned to react to the hundreds of low leverage problems presented to us daily?

2. ??

3. ??
Reasons we don’t focus on hi-lev opportunities

1. We are conditioned to react to the hundreds of low leverage problems presented to us daily?

2. We assign priorities/funds to pet projects?

3. Lack of strategic expertise, or the lack of the discipline to analyze and focus?

4. We haven’t learned how to see opportunities?
Innovative Leadership
Finding and Seizing Great Opportunities

Four Actions to Mobilize Support
Suppose you have found a high-leverage opportunity that you knew how to seize but you need the help of others to seize it.
My Test Before the Lesson

I didn’t know how to lead major change without Power!
Our Working Theory
People will tell you what means a lot to them if you caringly ask them.
They tend to support the pursuit of opportunities that will deliver positive meaning for them.
Action 5. Find the highest meanings of others

• How do we gain the respect of others?
• How do we begin to involve others?
• How do we see opportunity from others’ eyes?
• How do we find high meanings that others will change for?
Active Caring Listening (Rogers)

Acknowledge that you heard by restating what you believe the person said.
Clarify and validate the person’s viewpoint.
Imagine how you would think and feel in their situation.
Avoid analysis, judgment, coloration, or disagreement.
Carefully probe deeper when you find something that means a lot to the person.
Acknowledge that you understand and respect what means a lot to him or her.

Find a benefit from the opportunity that’ll have high meaning for the person.
Look for changes they’ll support.
If possible, redesign the opportunity so it has high meaning for the person.

Pause: Deep Process this Active Caring Listening approach
Action 6. Co-create with those eager for opportunity
Climbing the High-Leverage Ladder
Considering the Meanings of Others

High-Leverage
Presented
Problems

Low-Leverage
Presented
Problems

High-Leverage
Found
Opportunities

Individual
Creation
People support what they create!

Kurt Lewin

Your Ability to Mobilize People
Action 8. Negotiate with and find common meaning with opposers?

*People support what they create!*  
Kurt Lewin
Take the Debate to a higher level of Meaning

Imagine that you have just attended a lecture in which the presenter proposes that we enforce policies XYZ to reduce emissions of carbon dioxide. If you can get others to agree, change the debate to...

Resolved that:
Whereas increasing CO$_2$ in the atmosphere is a massive experiment with arguably unknown and potentially disastrous consequences to future generations, is it ethical to continue experimenting?
When resources are applied at many high-leverage points, benefits are high even if one leverage point fails to produce or there are unexpected losses.
In Closing,

Great opportunities produce very high value for the time, effort, and resources required to find and seize them.

By learning how to find and seize great opportunities, you will bring greatness to your own life and you will lead others to greatness.
The Art and Science of Finding and Seizing Opportunity

- JIT
- TQM
- MRPII
- VAMSPC
- CIMCells
- Eliminate Waste
- Quality Planning
- Flexibility
- Participative Management
- Suggestion Program
- DFM
- Synchronize
- Andon
- Poka-Yoke
- Level Schedulin
- Gain Sharing
- Focused Factories
- Continuous Improvement

- TPM
- PU
- LL
- Quality Circles
- Step Kaizen
- Innovation
- Continuous Flow Mfg.
- Quick Changeover

- SQC
- Jidoka
- TOC
- DFA
- Cost Reduction
- CAD/CAM
- DOE
- Eliminate Bottlenecks
- Shorten Throughput
- Reduce Inventory
- Product and Process Mapping
- Flatter Organization

- QWL
- Simplicity
- Entrepreneurship
- Alliances
- Empowerment

- DFMEA
- QFD
- Time Based Competition
- Core Competencies
- The Learning Organization
- Self-Managed teams
- Building Flexibility
- Entrepreneurship
- Alliances
- Empowerment

- ISO 9001
- CTR
- Value Analysis
- Competitive Benchmarking

- Creating the Virtual Corporation
- Time base
- Competition
- Core Competencies

- ABC/ABM
- 6σ
- Individual Dignity
- 360 feedback
- Business Process Reengineering
- Corporate Roll-ups
- Integration
- Factory within a Factory
- Cycle Time
- Value Stream
- Standardized Work
- Cellar Manufacturing
- TQC
- ISO 9000

- Single Point lessons
- Super-Nova Programs for Manufacturing
The City of Florence chose Michelangelo to produce a sculpture that represented the city’s three virtues:

Fortitude
Vigilance
Anger at its enemies

David, by Donatello
David, by Donatello

David, by Michelangelo
Michelangelo had an extraordinary ability.

1st, he could see in his mind a David capable of slaying Goliath.

2nd, he could see David in the damaged stone before carving.

Finally, he knew how to remove the excess stone to free David.
All the highly successful innovative leaders had this mystical ability.

They could imagine the highest potential for themselves, others, and organizations.

They saw where that high potential existed inside imperfect individuals and organizations.

They knew how to help others and organizations to reach their highest potential.
The Great Innovators and Achievers Believed That We Create Our Own Futures,

That We Create Our Own David’s From the Stone
I hope that you see and sculpt your "David In the Stone."