

[illegible]

Elena Och  
newturn

# Swiss PM Conference 2019

## Organisational Development

- ☐ Business Innovation
- ☐ Organisational Culture
- ☐ Team Effectiveness

## Executive Coaching

- ☐ Resilience & Peak Performance
- ☐ Effective Leadership

**INNOVATIVE** approach **HOLISTIC** process **SUSTAINABLE** results

## What our clients say about Innovation in their organisations:

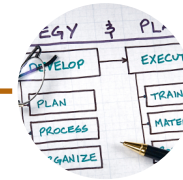
- ❑ Innovation is part of the company strategy and a clear priority.
- ❑ We participate in a number of workshops where people brainstorm, do multiple SWOT charts, talk about design thinking and scenario planning.
- ❑ Good powerpoint presentations are produced and sent around.
- ❑ There are usually many good ideas for possible new products, services and channels.
- ❑ Promising proposals do not seem to get much traction.
- ❑ It is incredibly difficult und takes years to get innovation onto the market.

# WHY DO SO MANY INNOVATION EFFORTS TURN INTO A TEXT-BOOK EXAMPLE OF A DERAILED PROJECT?

# Could our MENTAL MODELS be in the way?



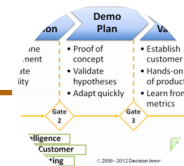
Project  
Management



Business  
Management



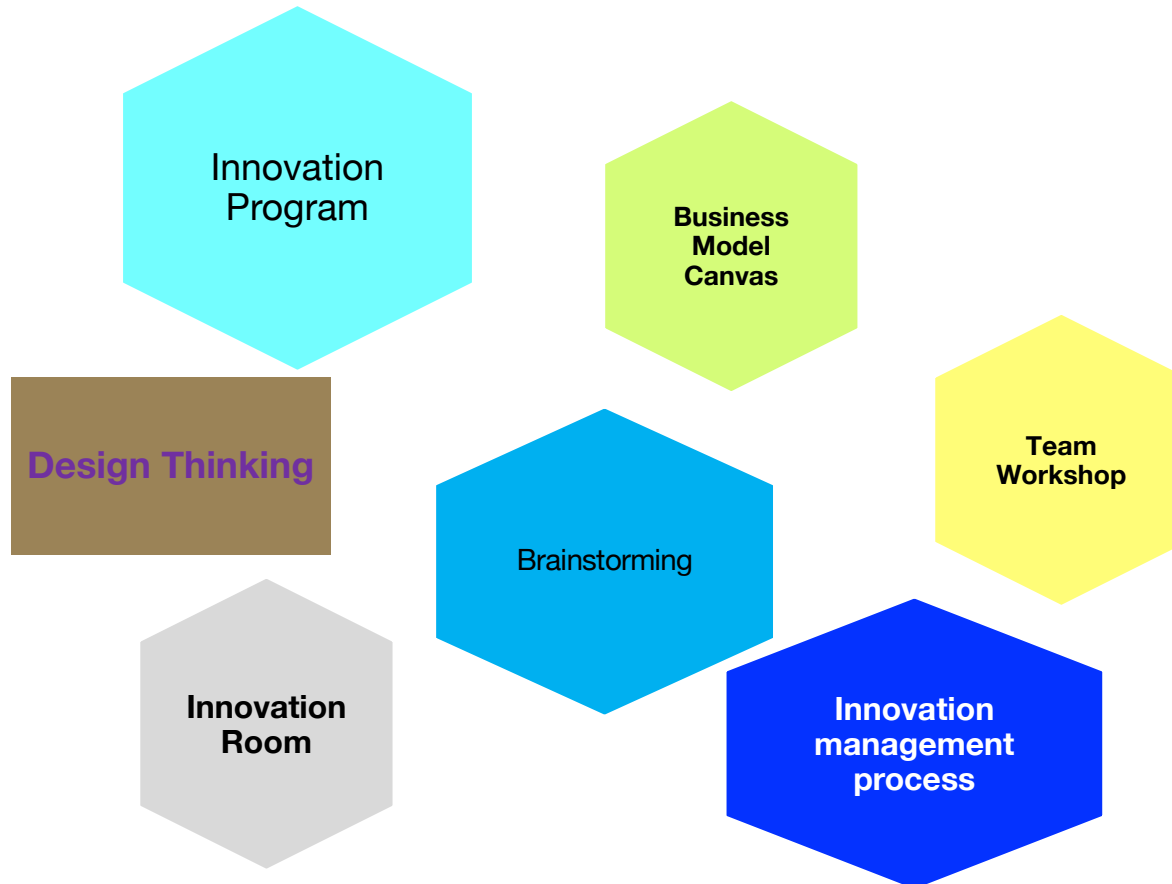
People  
Management



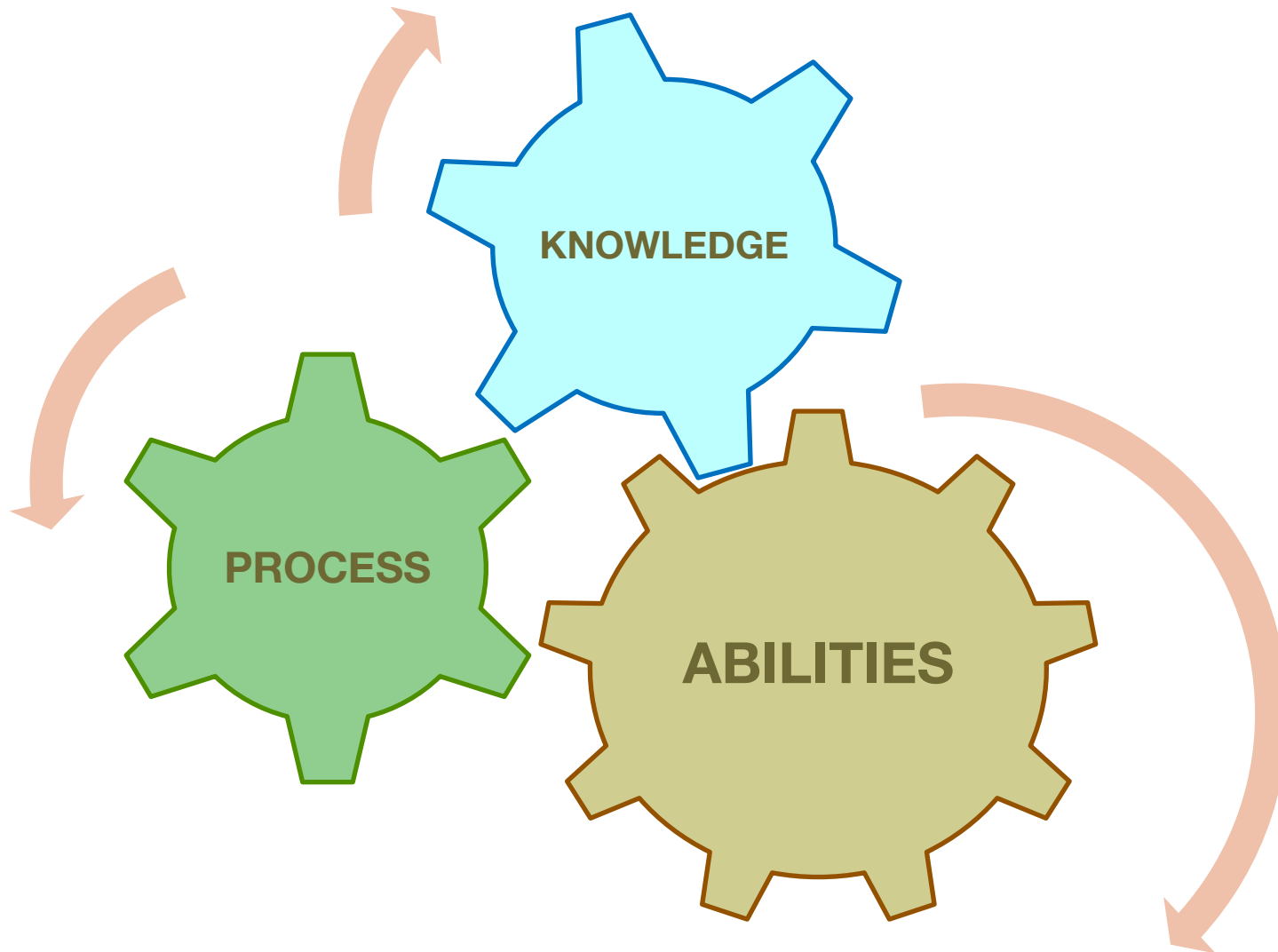
Innovation  
Management

# What does it take to realize successful INNOVATION PROJECTS?

# Not more activities!



# Ingredients of Productive Innovation





# KNOWLEDGE: A LOT, DIVERSE, SEEKING INTEGRATION



***“I try to read 52 books a year...”***

***Sarah Friar, CEO Nextdoor***



# HUMAN ABILITIES

**THINKING**

**INTERACTING**

**SELF-REGULATION**

# THINKING ABILITIES

## CREATIVE

- ☐ Visionary thinking
- ☐ Thinking in ideas

## ANALYTICAL

- ☐ Diagnostic thinking
- ☐ Contextual thinking
- ☐ Judgemental thinking
- ☐ Tactic thinking

Adapted from F.Rustler, 2016

# WHY WE ARE THINKING THE WAY WE ARE THINKING

- ❑ We are a sum of our experiences, also the fleeting ones
- ❑ Our past determines our assumptions, beliefs, expectations, AND
- ❑ Our past limits our ability to think and act flexibly
- ❑ Strong impuls control function limits our ability to solve problems which require insight rather than analytical thinking.

*“We are what we remember about ourselves”.*

Prof. L. Jäncke, Neuropsychology Dept. University of Zurich

Analytical and creative thinking are two different processes which take place and can be observed in the brain

Technically speaking, the ability to find a creative solution is the same as the ability to understand and to use metaphors and jokes.



Each human being is „built“ to generate creative insight

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## Factors and conditions which facilitate creative thinking

- ✦ Environment
- ✦ Mood
- ✦ Time of the day (individual)
- ✦ Romantic love
- ✦ Thinking about unusual/special people
- ✦ Thinking about far away future or far away places
- ✦ Travelling and living abroad



**This leads to a specific brain state in which insight is more likely to happen**

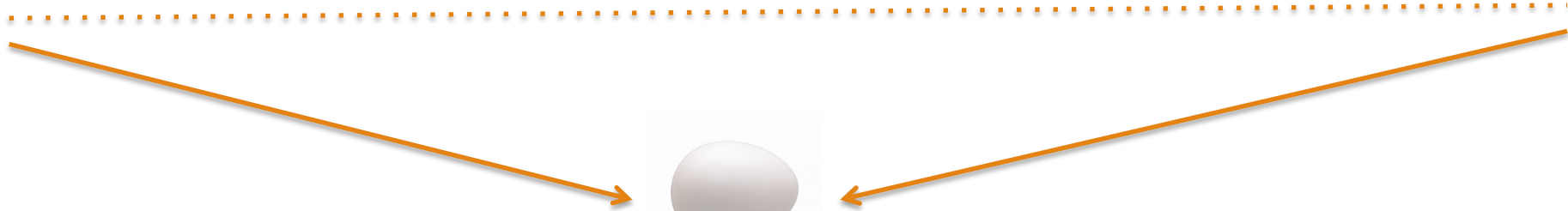
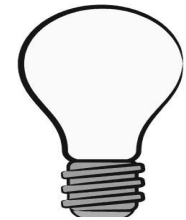
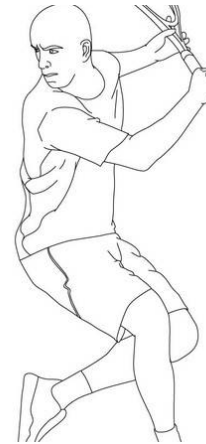
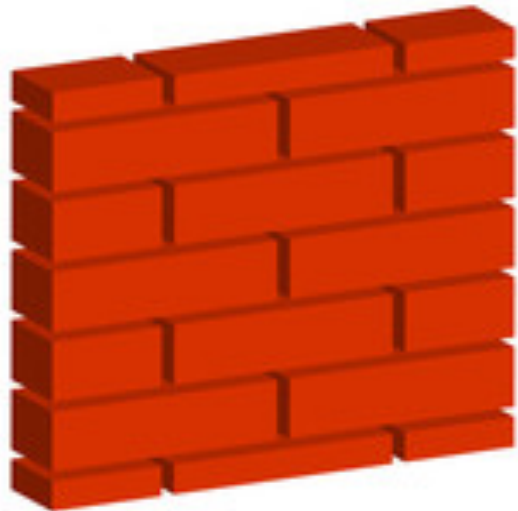
# Phases of Thinking before Insight

Deep dive

Dead end

Distraction

Insight



**Incubation**



## Conclusion about THINKING ABILITIES

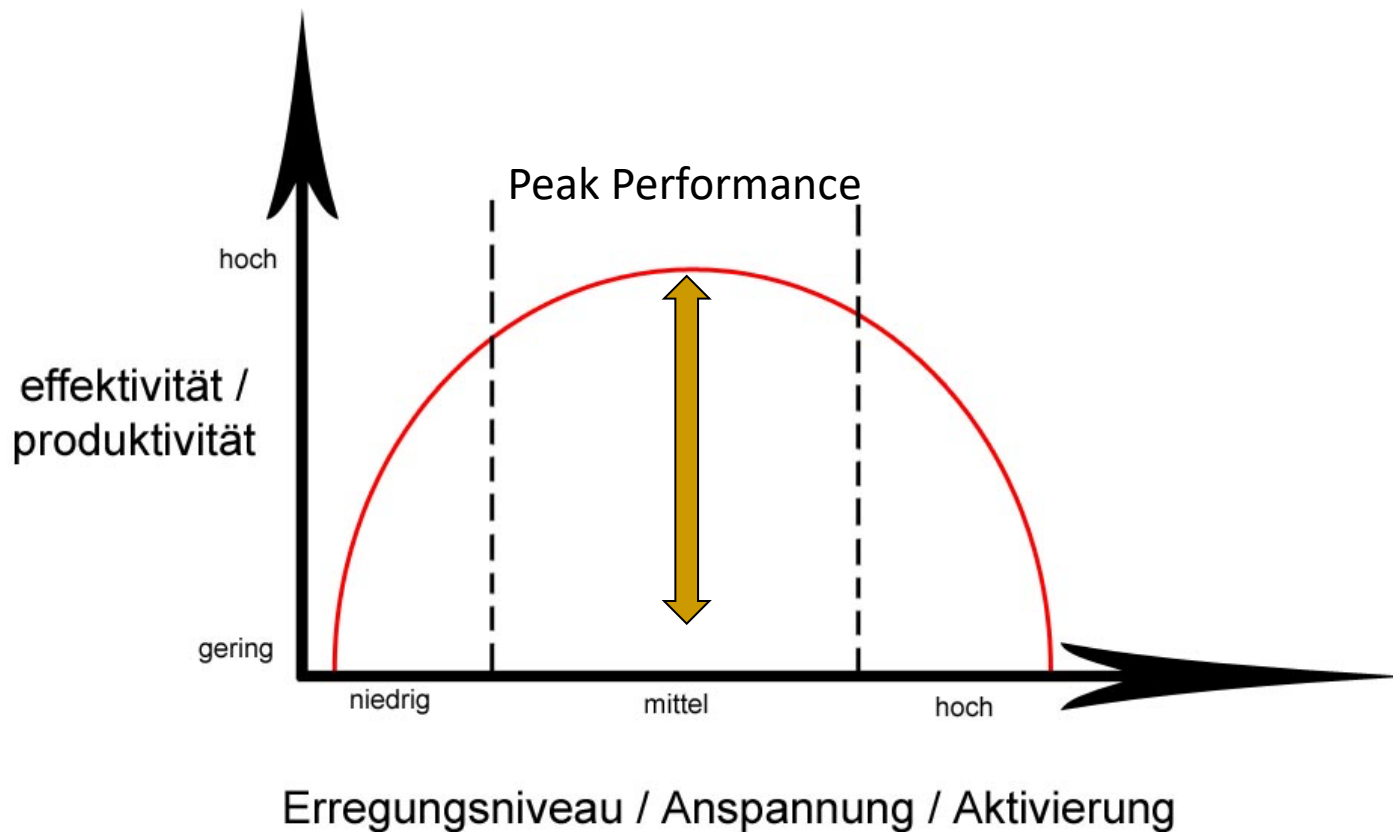
- Practice visionary thinking
- Experiment with creative insight
- Bring solid analytical thinking back into the innovation process

# INTERACTION ABILITIES



# SELF-REGULATION: an essential ability in the face of uncertainty

## *Das Yerkes-Dodson-Gesetz*

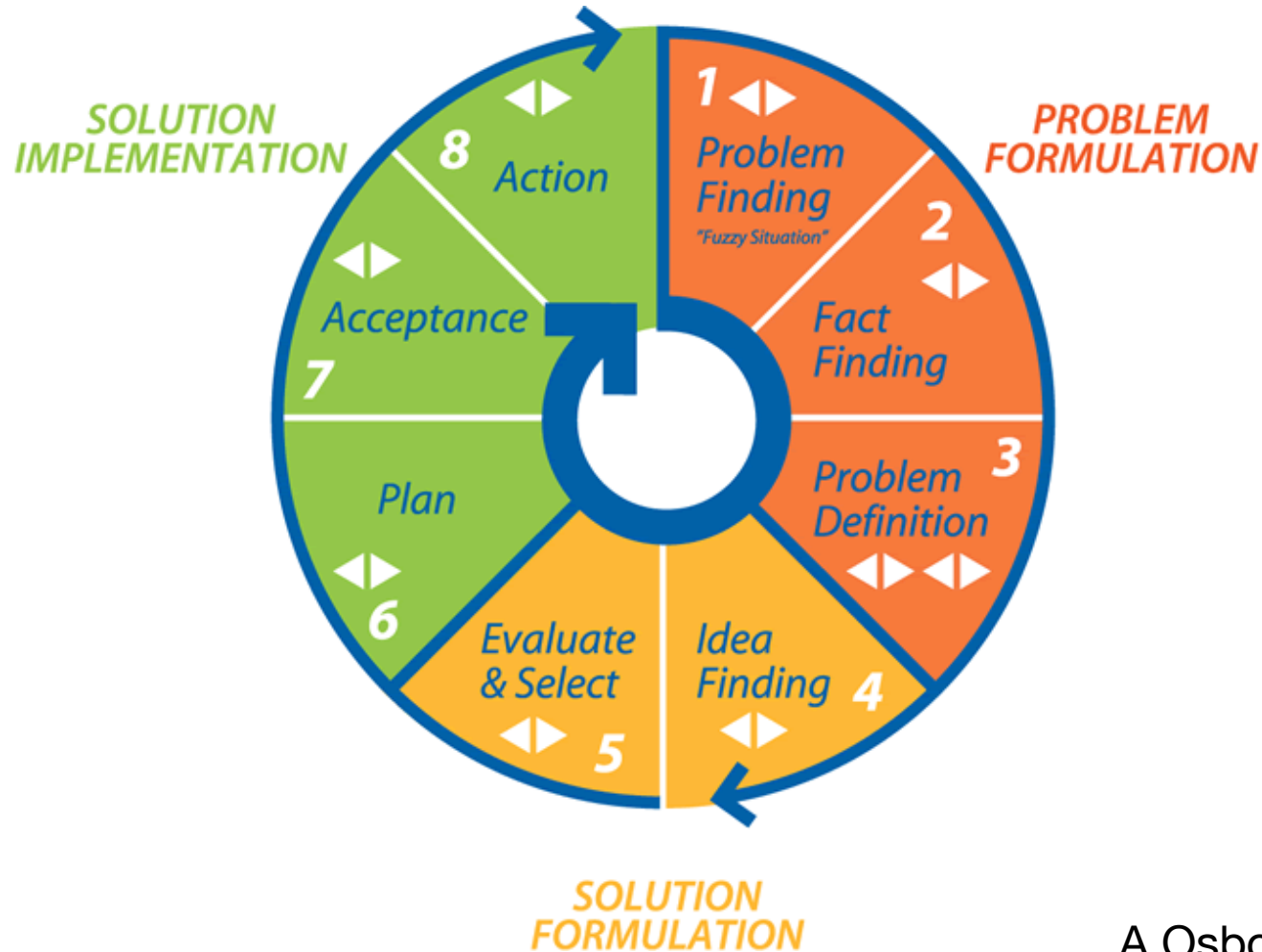


# Self-Regulation is the ability to control your THOUGHTS, EMOTIONS AND BEHAVIOUR

<b>Gamma</b>	<b>&gt; 30 Hz</b>	<b>High Performance Problem Solving Transformation Fear</b>
<b>Beta</b>	<b>14 - 30 Hz</b>	<b>Concentration Mentally Active Awake</b>
<b>Alpha</b>	<b>7 - 14 Hz</b>	<b>Relaxation Memory / Learning (Frequencies found before/after sleep)</b>
<b>Theta</b>	<b>4 - 7 Hz</b>	<b>Creativity Imagination (Seen during Light Sleep, and REM-Phase Sleep)</b>
<b>Delta</b>	<b>0.5 - 4 Hz</b>	<b>Deep Sleep No Body Awareness</b>

Picture source: pinterest.com

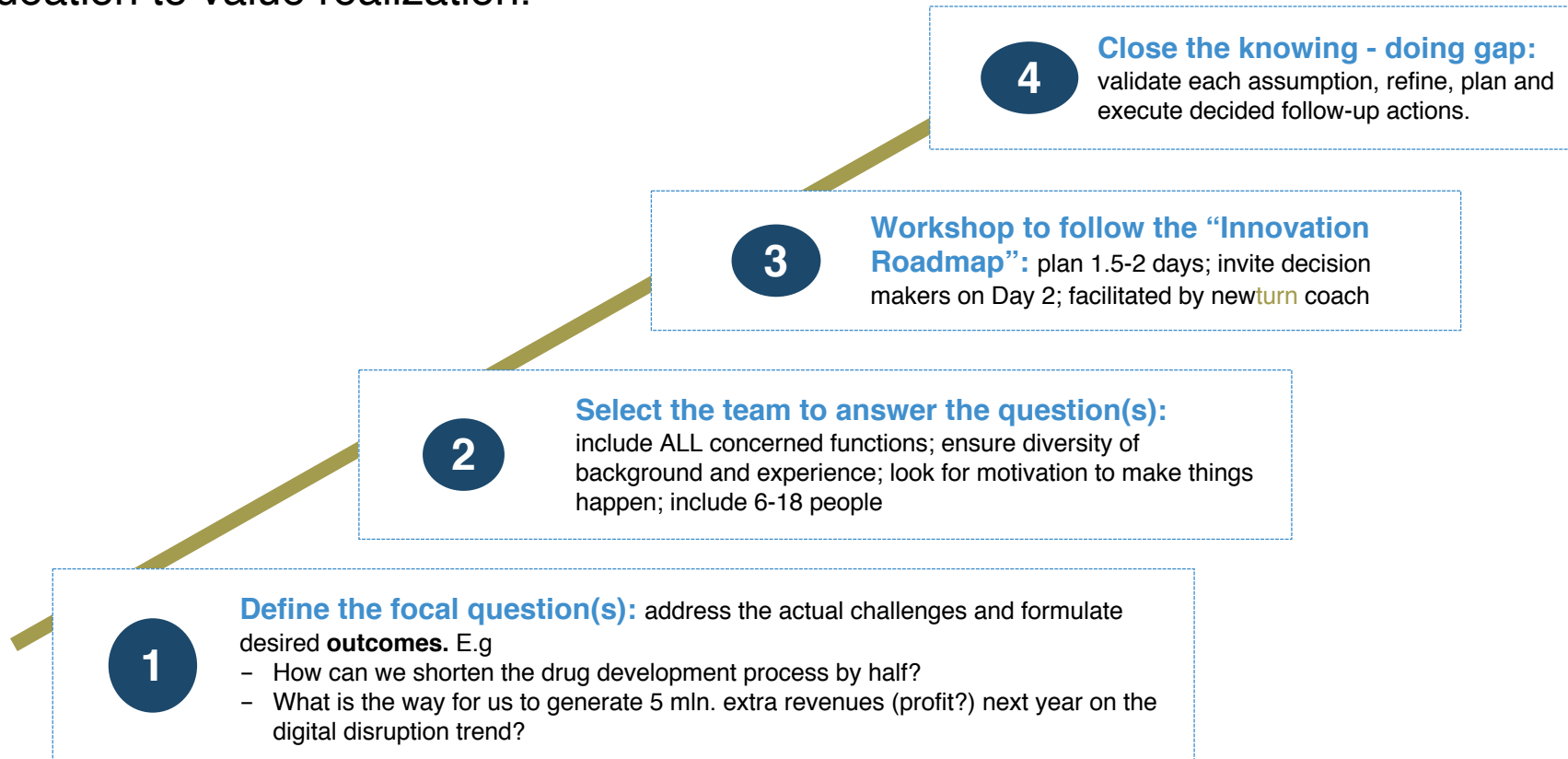
# TRUST THE PROSESS



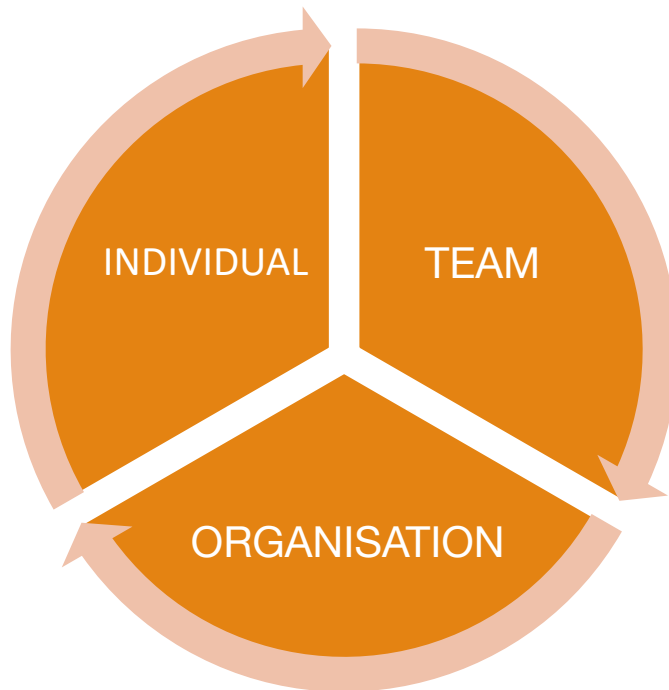
A.Osborn & S.Parnes

## Business Innovation by newturn

- Structured approach which combines divergent and convergent thinking, rapid prototyping and applied change leadership to enable team process from ideation to value realization.



# DYSFUNCTIONS in the PROCESS



**1. Identify**

**2. AKNOWLEDGE**

**3. Take Action**

 Remove

 Develop

 Change

 Repair

 Replace

 Create

# THE FORMULA FOR PRODUCTIVE INNOVATION

$$\frac{Kw + Ab}{DiP} = PIN$$



## THE NEW MENTAL MODEL

**INTEGRATION** of the best we know,  
**APPLICATION** of the best we can,  
with **DISCIPLINE** and **SELF-REFLECTION**



An underwater photograph showing a dense thicket of green aquatic plants, possibly eelgrass, with several small, silvery fish swimming through the water. The scene is brightly lit, creating a vibrant green and blue environment.

# THANK YOU!

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