Being an innovative Not-for-Profit organization
Creativity and innovation have distinct meanings that provide clarity when used wisely.

*Creativity* means coming up with new, original ideas.

*Innovation* means putting those ideas to work and generating a benefit.
Innovation can produce two distinct degrees of change: *revolutionary-breachthrough* and *evolutionary-incremental*. Both are needed in the cycle of sustainable innovation.
Every person has the potential to be innovative.

Every person has the ability to think innovatively.

Every person has the capacity to do their work innovatively.

What’s important is to develop that potential, ability and capacity and focus it on what really matters.
No matter what kind of work you do, you can do it innovatively

Global Dharma Center (USA)

- Mission: to inspire and empower people to live and work from a spiritual basis
- Developed a program on Human Values and Ethics in water and sanitation mega-projects in developing countries for UN Habitat
- Inaugurated research program on Spiritual Based Leadership – now being hosted by U. Arkansas school of business

Services & “reach out”

- New products and services
- Technologies
- Marketing
- Advertising
- Public relations
- Branding

AIM:
Optimizing what you offer and how you communicate it
No matter what kind of work you do, you can do it innovatively

Aravind Eye Care System (India)

- Largest eye care organization in world by surgical volume & # of patients
- Streamlined procedures
- Operation theaters designed so doctors can move between 2+ patients
- Doctors performed an average of 2,200 surgeries/year compared to national average of 250/doctor/year
- Cost of cataract surgery at $10; comparable in the USA = $1,650
No matter what kind of work you do, you can do it innovatively

Annalakshmi Food Pvt. Ltd.
(India, Australia, Malaysia, Singapore)

• In Coimbatore: “Eat to your heart’s content. Pay what your heart feels.”
  (Supported by other Annalakshmi’s)
• Significant number of volunteers for this higher cause
• Volunteers did food production, service, housekeeping, etc.
• Volunteers are offered pick-up and drop at their homes, as well as food
No matter what kind of work you do, you can do it innovatively

Triodos Bank – offices throughout Europe, US$7-billion leader of “sustainable” banking

- Nearly every account or investment instrument tied to some larger cause
- Bank only lends to “ethical” companies doing good for society
- Consumer cards tied to charities
- 70% of money lent is for energy or healthy living causes (33% for renewable energy, 10% for organic farming companies, etc.)

**AIM:**
Inspiring & guiding behavior organization-wide

- “Business” model
- Strategy
- Organization climate and culture
- Organization design

**Domains of Innovation**
No matter what kind of work you do, you can do it innovatively.

GoodSearch.com – online search engine

- “Make it easy for people who want to do good just by doing something they do everyday, but may not have time/money”
- Online search advertising over US$15 billion… “What if a fraction of this is channeled to help alleviate suffering?”
- Donates 50% of its revenue (about US$.01 per search) to listed charities and schools designated by its users

Stakeholder

AIM: Creating synergy with external stakeholders

Relationships with:
- Vendors
- Clients
- Volunteers
- Academics
- Society
- Environment

Domains of Innovation
No matter what kind of work you do, you can do it innovatively

**Domains of innovation**

- **Services & “reach out”**
  - **AIM:** Optimizing what you offer and how you communicate it
  - New products and services
  - Technologies
  - Marketing
  - Advertising
  - Public relations
  - Branding

- **Processes & quality**
  - **AIM:** Optimizing productivity, time and costs
  - Process and productivity improvement
  - Quality improvement
  - Cost controls
  - Performance measures

- **Talent & knowledge**
  - **AIM:** Strengthening knowledge, wisdom, talent
  - Knowledge management
  - Talent recruitment and development
  - Centers of Expertise
  - Best practices

- **Organization**
  - **AIM:** Inspiring & guiding behavior organization-wide
  - “Business” model
  - Strategy
  - Organization climate and culture
  - Organization design

- **Stakeholder**
  - **AIM:** Creating synergy with external stakeholders
  - Relationships with:
    - Vendors
    - Clients
    - Volunteers
    - Academics
    - Society
    - Environment

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**AIMs**

- Optimizing what you offer and how you communicate it
- Optimizing productivity, time and costs
- Strengthening knowledge, wisdom, talent
- Inspiring & guiding behavior organization-wide
- Creating synergy with external stakeholders

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**Stakeholder Organization Talent & knowledge Processes & quality Services & “reach out”**
Innovation is an art and a discipline

The art of innovation is the human side where you come together to innovate what is meaningful to you.

As a discipline, innovation has processes and principles that are actually quite simple, and can be learned and practiced.
Innovation has its own “breathing rhythm”

Innovation starts with

*Inhaling* = learning, creating and sharing knowledge…
the *raw material* of innovation

Innovation continues with

*Exhaling* = generating and implementing innovative solutions

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• Research* shows that a prime factor for increasing commitment to work is **clarity of personal values**

  * by Barry Posner, Dean Santa Clara University Business School, USA

• **A clarity of team values** can be equally powerful in boosting the commitment to team innovation

(Numbers refer to “level of commitment to work” based on a 7-point scale)
Human values

*Human values* are the positive qualities of good character found among all cultures throughout time.

They motivate us to give our best to create what is meaningful & beneficial:

**What should we innovate?**

**How should we innovate?**

**Why are we innovating in the first place?**
A “culture” for innovation is the set of norm and values embedded in an organization’s systems, policies and practices… requiring a concerted effort by many sponsors to effect a change.
A “climate” for innovation is comprised of eight qualities… based on the attitudes, values & behaviors embodied by group members and influenced by its leaders.

**8 qualities of the climate for innovation**

- Commitment
- Conscious risk taking
- Character & courage
- Collaborative learning
- Congruence of thought, word, action
- Cooperative decision making
- Creativity with diversity
- Celebration of learning & achievement
You can become fluent in four “languages” of innovative thinking.

The question then shifts from

ARE you innovative?

to

HOW are you innovative?

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Innovation Styles ®
Each style asks a different question to stimulate innovative thinking:

**Visioning:** What ideas could give you an ideal, long-term solution?

**Modifying:** What ideas could build on, simplify, or refine what you’ve done?

**Exploring:** What ideas could be fundamentally new and different?

**Experimenting:** What could be combined to give you new ideas?

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**The Compass**

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