



How to Kill Innovation in 10 Words or Less

Will Rice
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**“If anyone is
unhappy, this
project is a
failure.”**

Definition of innovation (i-nə'vāSH-n/)

1. the introduction of something new
2. a new idea, method, or device

–Merriam Webster Dictionary

Voices of resistance:

“If it ain’t broke, don’t fix it.”

“We’ve been doing it this way for years.”

“It’s good enough.”

Innovation messages:

“Changes are coming and they will make us better”

“Is there a better way”?

“Let’s try something different and see how it works”

**“No decision is
final until I make
it.”**

Innovation myths:

Innovation comes from the top.

It requires a charismatic leader who comes up with ideas no one else has.

**If I'm the smartest
person in the
room, I know I'm
in the wrong
room.**

It's not the cult.

It's the culture.

A vibrant agency is one in which every member of the organization thinks and acts as though they were in charge of the entire organization's performance.

**“Vision is not
important”**

Fake

–said no leader ever...

**“They’re
adults. They
know what to
do.”**

NationWorld

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Study: Doctors' checklists cut death rate

Such basic steps reduced surgical deaths — caused by blatant mistakes — by nearly 50 percent in developing countries.

checklist of steps like these cut the death rate from surgery almost in half and complications by more than a third in a large international study of how to avoid blatant operating room mistakes.

tions. But the 19-item checklist in the study was far more detailed than what is required or what many institutions do.

The researchers estimated that implementing the longer checklist in all

The checklist was developed by the World Health Organization and includes measures such as these:

► Before the patient is given anesthesia, make sure the part of the body to

That checklist was tested in 2007-08 in eight cities: Seattle; Toronto; London; New Delhi; Auckland, New Zealand; Amman, Jordan; Manila, Philippines; and Ifakara, Tanzania. (Heart and pedi-

Surgeon's checklist

- ✓ Make sure the correct patient is on the operating table
- ✓ Mark the correct surgical site (e.g. the right foot) as well as the one that is not to be operated on
- ✓ Count sponges and scalpels before and after the procedure; is everything accounted for?
- ✓ Before you start, talk among yourselves – do you all agree on what you're about to do?

Talk among
yourselves. Do
you all agree on
what you're about
to do?





- Light weight
- Easily detachable hose
- Environmental air filters
- Quick-retractable electric cord



Why do you exist?

Sucking \approx Vacuum cleaners

as

Compliance \approx Tax agencies

Once is not enough...

Say it again, **and again, AND**
AGAIN, and again, and again, *and again,* and
again, and again, and again, **and again,** and again,
and again, **and again,** and again, AND AGAIN, and
again, **and again,** and again, and again, and again...



You make the
public purposes
citizens hold
most dear come
to life

**“I will not
tolerate
mistakes.”**

**“I have not failed.
I’ve just found
10,000 ways that
won’t work.”**

- Thomas Edison



**We learn from
our mistakes.**

“If I had asked people what they wanted, they would have said, faster horses.”

- Henry Ford(?)

How to kill innovation:

“If anyone is unhappy, this project is a failure”

“No decision is final until I make it”

“They’re adults. They know what to do”

“I will not tolerate mistakes”

An innovative culture:

Strong on vision, purpose, outcomes

Teamwork – draw on diverse talents and skills

Learn from your mistakes

Continuously improve



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