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BENCHMARKING FOR VALUE IN CREATIVITY AND INNOVATION IN ORGANISATIONS – THE MANAGEMENT INNOVATION INDEX

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Summary of the Notes Made By Participants in The Session

A summary of the responses to the three main questions around "Benchmarking Creativity in Organizations" surfaced in this World Cafe session run to surface and have revalidated by a public audience the thinking behind the survey and statistical design at the core of the Management Innovation Index.

Question 1
How do we recognize creativity in organizations?

- when organizations provide tools, space , freedom and time
- when companies surprise clients ie the Apple iPad
- when conflict is accepted
- creating a conversation for creativity
- creating a culture of diversity in which people want to contribute
- when people want to be creative
- we value it when it adds value
- understanding definition
- when people express ideas
- when people practice creativity, as an extension when they resolve problems differently, provide different perspective, different processes and capitalize on opportunities
- customer added value visibility
- different approaches to problem solving, different areas involved
- fast and dynamic, entrepreneurial
- churn and failure, tolerance of failure

- allowing play/freedom
- $/fun/resources
- tolerating and embracing the unknown
- unconventional, spontaneous, glasnost
- mentor up
- entrepreneurial spirit, lead, vision
- not process driven or dependant
- not only ONE way
- mentoring flat structures
- rule breaking risk taking

Interesting observation was the first response of the first group which was to change the question by substituting the word "recognize" with "identify" and to observe how that influenced the ongoing 3 conversational rotations around the question.

It meant the conversation evolved from perception to familiar rhetoric.

The important point made by the group in summary was that to recognize creativity in organizations you need to explore the "whole" organization through * People*Structure*Culture*Vision*.

I couldn't have asked for a better final comment as that has been a core basic tenet of the MIX ie - mapping the organization as a whole to obtain a complete "creative " picture of it!.

Keen to know if there are any additional thoughts, comments around the recognition of creativity in organizations?

Question 2
How do we measure creativity in organizations?

- Excitement/degree of engagement
- Strength of internal engagement
- external perception - eg consumers, brand equity (loyalty)
- retention - low regretted - turnover
- VIBE
- qualitative and quantitative surveys of the above
- creative physical space
- listening skills
- open pipeline #of ideas, #of projects, size, shape
- leverage off others
- #of connections with others
- % of sales from new product development % of strike rate

- speed of response
- how much we changed, better met our vision/goals
- capture and feedback, kid wow factor, community based
- measuring enthusiasm and momentum
- measuring share of ideas, not numbers launched
- encouraging communication
- freedom/permission to think reminding us to take time
- deviation from the norm
- preference for how we work
- - not just about big things, but also minor things
- external customer market survey/view
- organizational culture index
- % of deviation from the norm in ideas
- % of people who use innovation space
- measured what was driven internally and externally
-% of hits on intranet # comments #% of individuals visiting
- no of ideas generated/implemented
- R&D intensity/ value generated
- extent to which customer believes solutions are customized
- number of products and services contributing to 25% to sales in less than 2 years.

A wide variety of comments about measurement recorded in no particular order. It does offer insight as to why trying to get organizations to articulate what their key measures for benchmarking is, is often difficult. This also reflects the fact measurement around creativity has to be driven from a leadership perspective. A leader is needed to tie the organization's measures for creativity to the overall vision and strategy.

Is there any measurement fields missing here?

Question 3
How do we value creativity in organizations?

Very neat summary from this group.
Value of Creativity is embedded in the DNA of the organizations

1) Hard Value
- KPIs
- Reward and Recognition
- Share Price
- Acting On Ideas
- Designated Time

- Structure - roles to stimulate thinking
- Funding
- Resource for Prototypes

2) Soft Value
- culture
- office environment
- visual stimulus
- flexible hours
- vision

General Comments
- Growth Pillar of Organization
- Managing Ideas and Visibility of Creativity
- Consumer/Customer immersed in your business
- work life balance opportunities
- is the product valued by the organization
- prominence within the executive team
- recruitment and diversity
- freedom from constraints
- performance management systems
- functional structures - whack to side of head???
- outcome focused rather than prescriptive
- clear processes, KPI's that value different types of creativity
- job titles
- one day to do whatever you want (google)
- tools
- culture of "how could we achieve this in a different way?
- get the right people THEN give them freedom..

Is there any additional ways of valuing organizational creativity?

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