

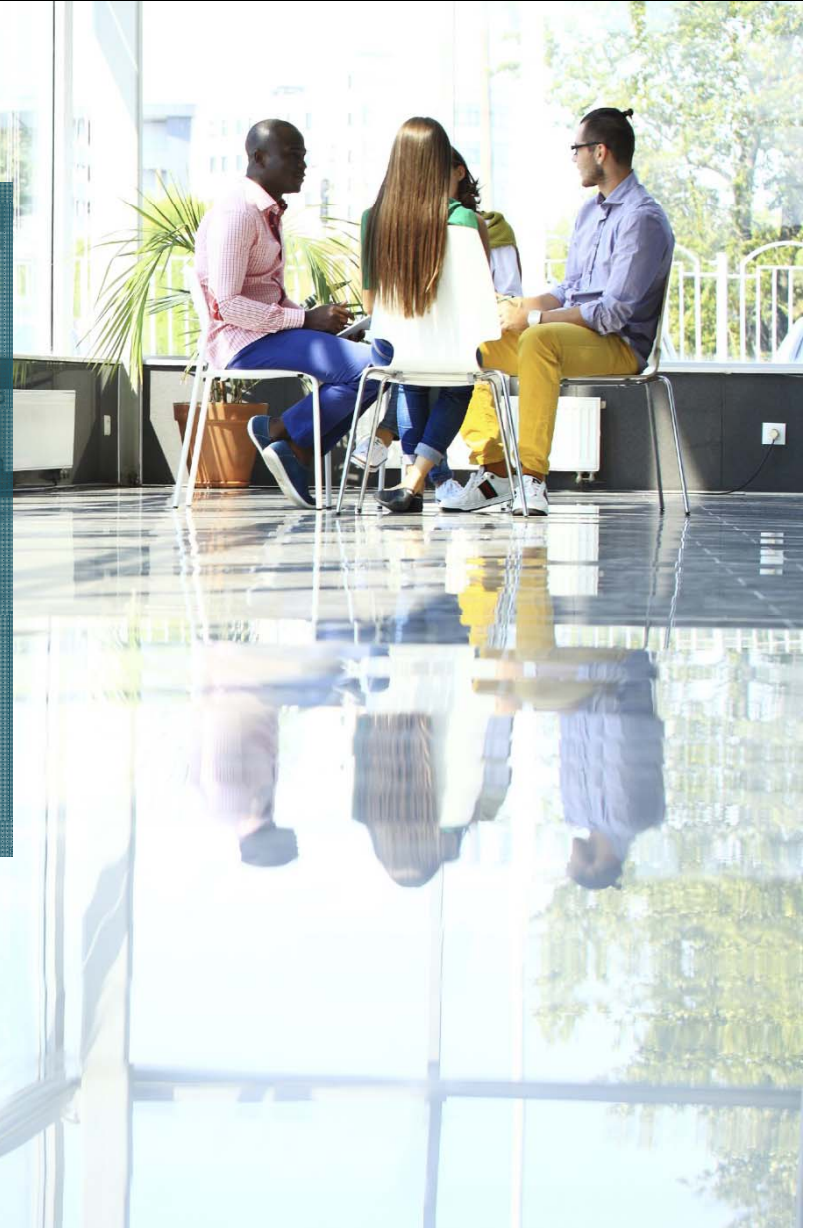


Connected
Commons



Leadership

How Successful People Drive Innovation through Personal Networks



Myth: The Lone Innovator And Flash Of Creative Insight



Most innovation
comes from the
recombination of
ideas drawn from
non-insular
networks.



A revolutionary cancer medication.
Developed, produced and implemented
across disciplines, functions and geographies
within Novartis and through external
networks in research and clinical settings.

Myth: The Lone Innovator And Flash Of Creative Insight

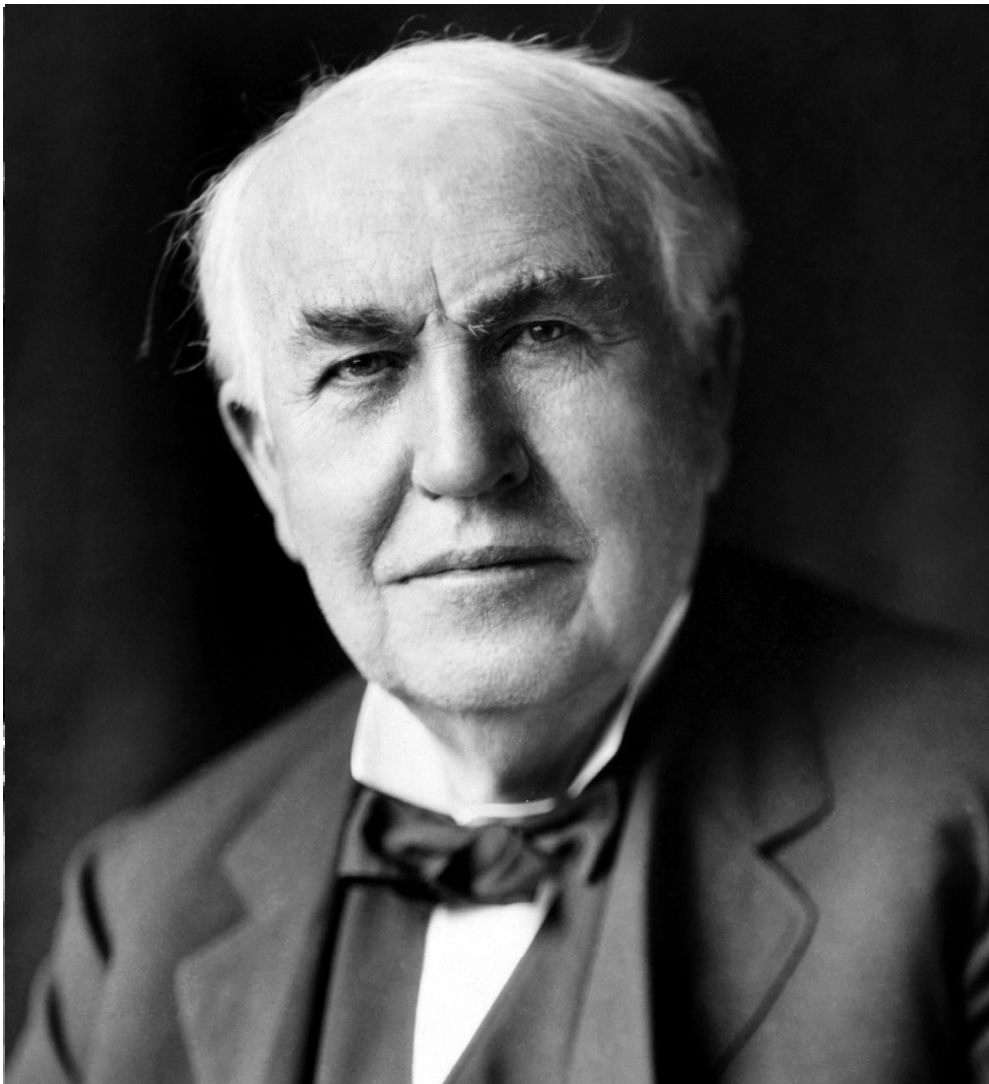


Most innovation
comes from the
recombination of
ideas drawn from
non-insular
networks.



Failed in clinical trials for the treatment of angina and high blood pressure, but became the fastest-selling drug of all time. It's value became known when clinical trial patients failed to return samples ...

Myth: The Lone Innovator And Flash Of Creative Insight



Thomas Edison's innovation was not a single invention.

He combined existing light bulb design with existing generators, wiring and the gas utility model PLUS he built a community of suppliers, engineers and investors to spur adoption.

Myth: The Lone Innovator And Flash Of Creative Insight

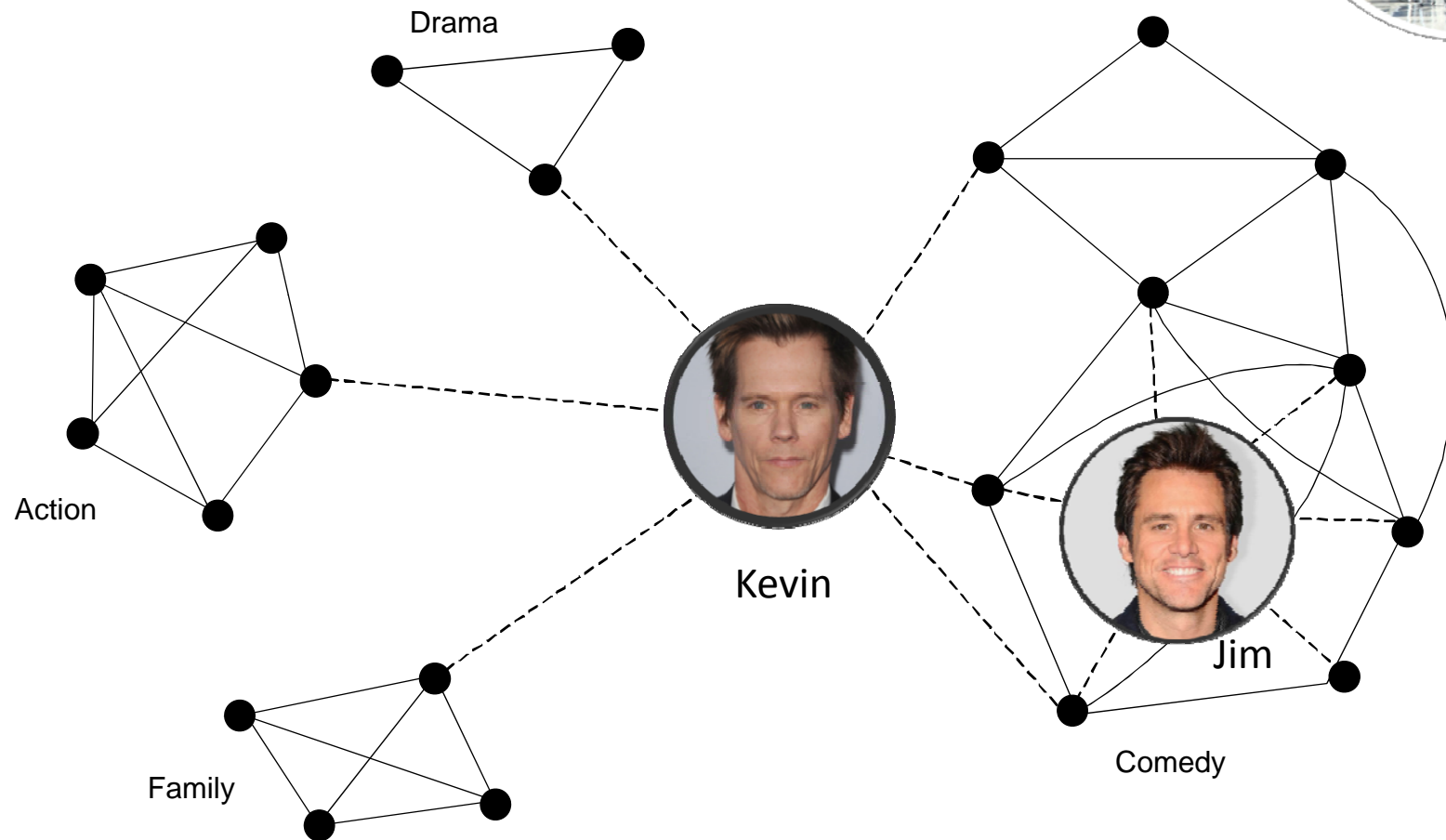


Building and tapping non-insular networks during early-stage problem solving boosts the creation and acceptance of innovation.

Ask: Who can I bring in to help understand and solve this problem?



Networks of Innovative People



<http://www.cs.virginia.edu/oracle/>

Boundary Spanning Ties Are Critical On Four Fronts



Emergence/Creativity Ties

Identify silos or boundaries where value could be created by bridging across two thought worlds. This may be across expertise domains, functions, clients, etc.



Professional Growth Ties

People that you seek out or voluntarily offer feedback to you—whether on work, interaction or decision-making topics. At least one person that holds you accountable.



Depth/Best Practice Ties

Identify others with similar expertise—cross geography, company or functional lines—where connections could help promote depth, currency or efficiency in your work.



Sensemaking / Landscape Ties

People or practices that help you get an accurate picture of the network important to work you are trying to get done. Predictive accuracy is associated with performance over time.

Innovation Is A Social Process ...



**When we know that
networks are critical
predictors of...**

- ✓ Individual creativity
- ✓ Innovation development
- ✓ Successful prototyping and implementation

**Why don't
we pay
attention to
networks?**

5 Roadblocks To Creating Networks Needed For Innovation



1

Collaboration becomes inefficient not innovative

2

The pace of work limits outreach

3

A culture where trust is in short supply

4

Not having a compelling story of why the project or idea is important

5

What you know keeps you from seeing possibilities

Our Brains Are Narrative- Creating Machines



The stories we tell ourselves and the associated mental frames become the way we “process” the world.



Story



Social

Leaders Who See And Shape Networks Are More Likely To Innovate



Network Visibility

- Interviews revealed invisible patterns, habits, mindsets and decisions.
- Storytelling gives visibility to networks and interactions.
- Critical need is making networks visible and actionable.



Network

Intentionality

- Have to be intentional and proactive in cultivating network interactions.
- Early-stage problem solving needs to engage adjacencies, stakeholders, etc.
- Ask: Am I playing offense? Am I taking action to avoid collaborative overload?