



Are You a Dissenter?

To find out, try the
Dissent Quiz
on Frances'
revamped website.

This fall, Frances will be the keynote at a Washington Health Care think tank and later, at a petroleum conference in Houston.

The Innovation Process

When I speak on innovation, somebody almost always asks, "Okay-so how exactly do I do it?" I get the feeling I should be able to pull out a complete innovation road map, with all the landmarks and sign posts clearly marked.

The way the question is phrased is, I think, a hangover from the industrial age we are just emerging from. In the industrial age of efficiency and tangible goods, it really was quite reasonable to study who had the best answer and apply that to your setting with appropriate modifications. And while I think that still works for much of what we want to improve, it isn't as useful for innovation. If you copy an innovation, it is by definition not innovation.

Even if you are just looking to copy the **process** of innovation, even then I think you'll find that the most innovative organizations have not imported some other company's process. They have refined how they find great ideas and get them to market **while** innovating. To be truly unique in the market place, you may have to innovate not just in products and services, but also in the process itself.

Frances

Did you know? Jerry Sternin of the Save the Children worked with Vietnamese communities where he found some children healthier than others. Their mothers went against cultural norms by harvesting 'low-class' food – tiny shrimps in the rice paddies – for protein. He called these mothers 'positive deviants'. Are there positive deviants in your organization?

Frances Horibe, best selling author of **Managing Knowledge Workers** and **Creating the Innovation Culture**, is an accomplished speaker and seminar leader. Contact Frances directly at her website.

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