

ARE YOU INNOVATION READY?

What the latest research reveals about the unique paradoxical traits of innovative leaders and organisations

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Welcome to the innovation race

Why have some countries, cultures and companies charged ahead at the forefront of innovation, while others have struggled to survive? Which are the most innovative cultures in the world and why? And what does this mean for organizations today and for the race to survive and thrive?

The key finding of my research is that there is a hidden side to innovation that not many individuals or organisations recognise. Creativogenic cultures, or cultures that enhance creativity, have been found to have four major factors in common: freedom (eg democracies), openness (eg connection of Europe during the Renaissance), collaboration (eg North and South Korea are bottom and top of global innovation measures respectively with proximity but no openness or collaboration), and finally flexibility.

Yet innovation also needs the flipside of these. That is, it is also important to have some control (discipline and guidance), focus, independence (to avoid groupthink) and stability for targeted solutions and implementation.

Good innovation leaders acknowledge and manage the ambiguities associated with these four contradictory yet complementary dimensions. These dimensions make up two overarching orientations: Exploration, or pushing the boundaries and looking for breakthrough new ideas and Preservation, or maintain and incrementally building on existing systems and structures for sustainable innovation.

It has become clear that leaders of the future will be required to develop ambidextrous responses to deal with complexity and rapid change at all levels. That is, they will need to know how to recognise and effectively navigate competing demands to stay ahead.

The 4 key innovation paradox pairs:

- 1. GUIDED FREEDOM: Freedom + Control**
For creating a solid, long-term foundation for innovation through questioning assumptions, exploring ambiguities and sparking curiosity and imagination + ensuring there are clear guidelines.
- 2. TARGETED OPENNESS: Openness + Focus**
For enabling ideation and supporting productive ideas + ensuring there are clear outcomes.
- 3. INDIVIDUAL ENGAGEMENT: Collaboration + Independence**
For motivating the innovation process, and pulling together diverse individual ideas and integrating them into united solutions.
- 4. GROUNDED FLEXIBILITY: Flexibility + Stability**
For testing and prototyping potential solutions and working through to clear implementation.

How to navigate the 4 key paradoxes

The key innovation paradoxes arise from the ambiguities of simultaneously addressing Exploration and Preservation orientations simultaneously. Through working through the dynamic tensions they create it is possible to come up with superior solutions. By identifying these innovation strengths and challenges it is possible to survive and thrive in innovation.

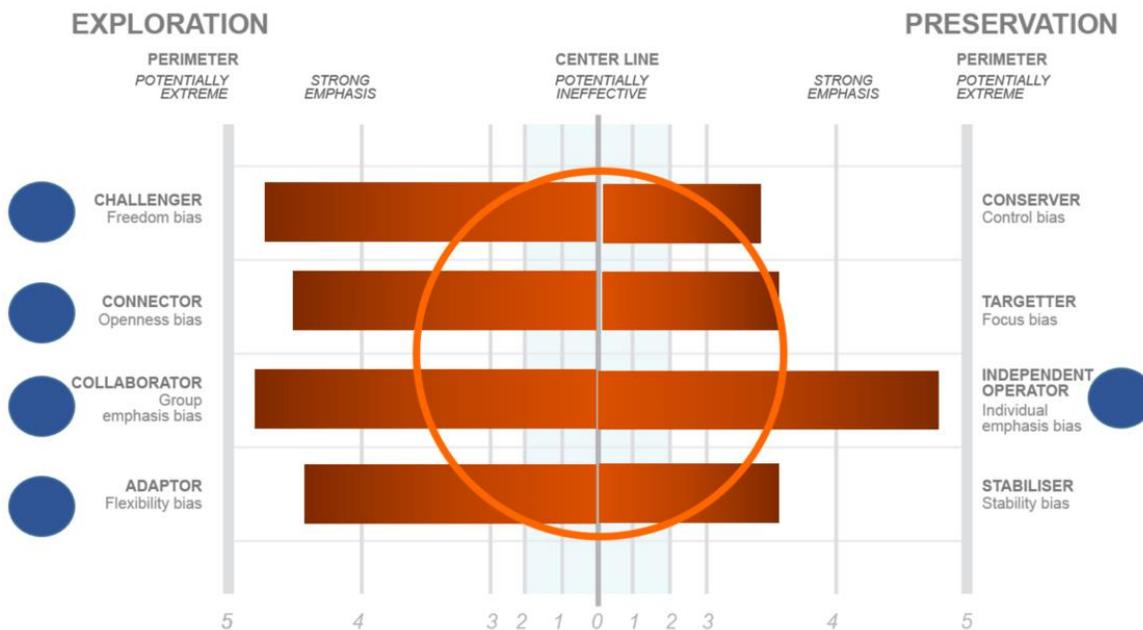
The four key innovation paradox pairings can either frustrate or fuel innovation. By managing them effectively it is possible to develop a sustainable purpose-driven innovation culture to change the game.



KEY RESEARCH INSIGHTS

- Innovation is essential for survival
in a rapidly changing world.
- Innovation requires two orientations: Exploration + Preservation
These orientations are both contradictory & complementary & have been identified as Paradoxical Innovation Orientations (PIOs).
- Paradoxical Innovation Orientations (PIOs)
determine approaches to innovation.
- These PIOs consist of 4 paired nested dimensions
which determine innovation effectiveness.
- Innovation leaders are ambidextrous
– they can balance both orientations.
- The Innovation Change Leader (iCLi)
profile tool has been developed & validated to help identify specific innovation strengths & challenges.
- The Innovation Leaders profile
includes a strong ‘Exploration’ orientation + an Independence dimension.
- An Innovation Pathways Model (IPM)
demonstrates how the dimensions of innovation are interrelated.
- A Higher Order Innovation Model (HOIM)
demonstrates how it is possible to build innovation competence through starting with the Freedom / Control dimension.

Are you an innovative leader? The following profile is typical of innovation leaders



Try taking the iCLi Assessment to see your profile: www.the-innovation-race.com



TO LEARN MORE ABOUT THE INNOVATION RACE

1. Take the Innovative Change Leader Assessment (iCLi)

Are you an innovative leader?

<http://the-innovation-race.com/icli-survey/>

Embark on an 8 week strategic journey, where we will give you 8 explanation emails with action plans to ensure your racing becomes a habit.

2. Go deeper into the research

Buy the books *‘The Innovation Race’*, and *‘Who Killed Creativity? and How Can We Get it Back?’* Google /Amazon them for your closest bookshop. (+ Audible, Kindle & 5 languages)

3. Be updated on the latest information

Read our media articles on [creative thinking](#) and [innovation](#) to stay up to date on this topic.

4. Learn from thought leaders

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5. Download simulations

Try our *‘CSI’* and *‘Innovation Race’* simulations with your team. (*Innovation Race- coming soon*)

6. Engage us to deliver a session for you or an integrated innovation culture change program

Webinars, simulation, workshops, keynote talks, business facilitation, licencing and train the trainer all available as one-offs or part of an integrated long term program.

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To discover what else we offer: [www.the-innovation-race.com /](http://www.the-innovation-race.com/) www.whokilledcreativity.com / www.tirian.com



About the books



The Innovation Race takes readers to over 30 countries & unique cultures, along with researching multiple companies to explore how to foster a culture of innovation. Who wins, who loses and who gets eliminated? Or can we change the game towards a more sustainable purpose driven innovation? Research is predominantly drawn from sociology and anthropology.

Who Killed Creativity? - And How Can We Get it Back? CEOs say it's the #1 leadership competency needed for the future, & yet Creative Quotient testing shows creative thinking is on the decline. Seven essential strategies for making yourself, your team and your organization more innovative. Neuroscience and psychologically based. (English | Mandarin | Portuguese | Arabic | Audible)



More about the authors and designers Andrew Grant and Gaia Grant



Andrew Grant & Gaia Grant are a husband and wife team who have spent 30 years travelling the world to look at innovation in different countries, companies & cultures. They are the coauthors of *The Innovation Race: How to change a culture to change the game*, and *Who Killed Creativity?... And How Can We Get it Back?*, *A Patch of Paradise* and *The Rhythm of Life*. Together they are the executive directors of TIRIAN. **Andrew** is a highly sort after international keynote speaker who has presented at: YPO, TEDx, World Innovation Conference, HR Summit, and has facilitated to many executives from fortune 500 companies. **Gaia** is a doctoral researcher (PhD) focusing on sustainable innovation at the University of Sydney Business School in Strategy, Innovation and Entrepreneurship, where she is also a lecturer in innovation & international business. Gaia also has a BA, Dip Ed, BD (hons), Grad Dip Change Leadership, and MSc in Creative Thinking (International Centre for Studies in Creativity State University of NY).



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