

Innovating from Surviving to Thriving



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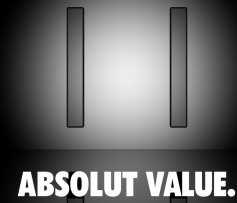
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The Organization



- 90 years old
- Offers summer programs
- Not for profit
- Dedicated staff and volunteers
- 15 locations
- 50 countries
- Strict schedules
- Revenues down

It's all about value



- Innovation: A creative act or solution that results in a quantifiable **gain**. –Rosenfeld
- An innovation must be **valuable**, which means it must exist in a market or some more general social context of supply and demand. – Jason Pontin, Technology Review
- “Fresh thinking that creates **value**.” From Richard Lyons, chief learning officer of Goldman Sachs

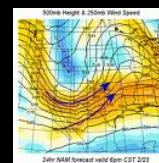
Parameters for Solution

- Time short
- Few resources
- Had to work



Innovation Systems

- Originator-assisted
- Internal Venturing
- Continuous Improvement
- Targeted Innovation
- Strategic Transfer



“Making the Invisible Visible” by Bob Rosenfeld

Innovation Implications



System*	Characteristics*	Implications
Targeted innovation process for developing solutions to meet a specific need	Define situation well and clearly Assemble team using creativity enhancing techniques Bring in panel of outside experts who provide fresh perspective	Need: to survive Team: selected staff Panel: Pelerei
Strategic Transfer process of transferring technology or knowledge from one point to another for the purpose of leveraging capabilities	Overcome 'not invented here syndrome' Demonstrate value in organization's context Link to values of the stakeholders	Use our own knowledge bases Challenge our assumptions Assure value

* "Making the Invisible Visible" - Rosenfeld

Environment

- Motive
- Open-mindedness
- NO indiscriminate criticism

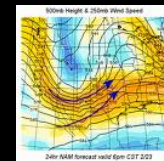


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The Innovation



- Create a diagonal team while assuring that critical units were represented
- Run the sessions with everyone there
- Make no judgments about quality – let the client do that within the discussion
- Schedule intensive work sessions with breaks in between to allow for members to do homework
- Teach the rationale of each step and how it feeds the next step
- Stay at the highest level that made sense to people
- Design solutions at the incremental level
- Build staff capacity throughout



Results

- Executive knew staff were on-board before we presented
- Created new story of work by living it
- Implementation focused on what would work
- Surviving moved to thriving

