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**IDEAS INTO ACTION:  
FROM CREATIVITY TO INNOVATION**



**INSTRUCTOR GUIDE  
1/2-DAY COURSE**

**HRDQ**

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*IDEAS INTO ACTION*

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Published by HRDQ

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ISBN 978-1-58854-996-9

2710E1IIA

PREVIEW

## Instructional Design and Learning Philosophy

We are committed to providing the best core-skills content possible for instructor-led training (ILT). The following principles are applied in the development of programs:

### Sound Instructional Design

All course content is developed using a variety of research techniques. These include:

- Brainstorming sessions with target audience
- Library research
- Online research
- Customer research (focus groups, surveys, etc.)
- Subject matter experts (SMEs)
- Interviews with trainers

Expert instructional designers create imaginative and innovative solutions for your training needs through the development of powerful instructional elements. These include:

- Learning objectives provide effective tools for managing, monitoring, and evaluating training.
- Meaningful connections between the topic and students' past, present, and future.
- Appropriate organization of essential ideas helps students focus on what they need to know in order to learn.
- Modeling techniques demonstrate useful behaviors and problem-solving skills.
- Active application, the cornerstone to learning, helps students immediately apply what they have learned to a real-life situation.
- Consistent instructions and design help students learn and retain new information.
- Accelerated learning techniques create interactive, hands-on involvement to accommodate different learning styles.

### Application of Adult Learning Styles

Adults learn best by incorporating their personal experiences with training and by applying what they learn to real-life situations. Our experienced instructional designers incorporate a variety of accelerated learning techniques, role-plays, simulations, discussions, and lectures within each course to appeal to all learning styles and ensure that the ideas and information will be retained.

## Instructional Design and Learning Philosophy (cont.)

### Customizing Your Program

There are two ways you can customize this program: 1) customize the content and 2) customize the format.

Customizing the content is easy. The Instructor Guide and Participant Guide are created in Word, so you can simply modify the content just as you would any Word document. Some common reasons for customizing content include:

- Changing examples to fit your industry or work environment
- Modifying content to match work rules and procedures
- Adding, deleting, or rearranging content to meet training time constraints

The other way to customize the program is to change the formatting. Typically, organizations will do this to add their corporate logo and/or colors, or it may just be an issue of personal preference. Again, treat the Instructor Guide and/or Participant Guide as you would any Word document. The styles used in this document are labeled HRDQ in the Quick Styles tab. For additional help using Word, consult the Microsoft website.

### Preparing for the Training

As you know, preparation is the key to conducting effective training. Here are some issues to consider:

#### **Logistics**

- Advertise the training with enough advance notice that participants can block it out on their calendars. Consider contacting potential participants' managers to encourage their attendance.
- Send a confirmation notice before the training reminding participants of the date, time, and location.
- Room setup: Ideally, use round tables to facilitate partner and small group interaction.





#### **Equipment and Supplies**

In order for the training to go smoothly, have these supplies and equipment on hand:





▪ Name tags	▪ Pens or pencils
▪ Flip chart and markers, tape	▪ Beverages and snacks (optional)
▪ Laptop with projector (for the PowerPoint)	▪ Water for yourself and the participants
▪ Timer or watch	▪ Silly Putty
▪ Pads of sticky notes, blank paper	▪ Blank sheets of paper to make paper airplanes

## Course Activities



### Module One: Myths and Misconceptions

Type of Activity	Segment
	Course Objectives
	“Ideas into Action” Activity
	What is Innovation?
	Myths and Misconceptions

### Module Two: Individual Innovation

	Multiple Intelligences
	Multiple Intelligence and Innovation
	Characteristics of Creative People
	Questions Are the Key to Solutions

### Module Three: Team Innovation

	Stages of the Creative Process
	Initiation

## Course Activities (cont.)

Type of Activity	Segment
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### Module Three: Team Innovation



Incubation



Illumination



Implementation



Reading

### Module Four: Organization Actions



Promote Innovation without  
Regulating It



Written  
Exercise



Innovation Lessons from Pixar



Facilitation



Mixing It Up



Spot a Sacred Cow



Group  
Activity

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## Module One



## Myths and Misconceptions

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## Course Objectives

Successful completion of this course will increase your knowledge and ability to:

- ◇ Recognize common myths and misconceptions about innovation
- ◇ Use multiple intelligences to generate a variety of ideas
- ◇ Apply the characteristics of creative people to any problem or issue
- ◇ Follow a four-step process for team innovation
- ◇ Promote innovation without regulating it
- ◇ Use cross-functional teams to foster innovation
- ◇ Spot sacred cows in your organization

### Trainer Notes

5 minutes

*Introduce yourself and provide a brief background if participants don't know you. Go over logistics (schedule, breaks, restrooms, etc.) and any ground rules for the day. Typical ground rules include no electronics in use, show respect for every participant, participate fully, no dominating or interrupting, etc.*

*Review the course objectives with participants.*

Ideas into Action

### Course Objectives

- Recognize common myths and misconceptions about innovation.
- Use multiple intelligences to generate a variety of ideas.
- Apply the characteristics of creative people to any problem or issue.
- Follow a four-step process for team innovation.
- Promote innovation without regulating it.
- Use cross-functional teams to foster innovation.
- Spot sacred cows in your organization.

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## “Ideas into Action”

How many different words can you form?

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Develop a new symbol for the concept of innovation (no lightbulbs!):

*“There are those who look at things  
the way they are and ask why. I  
dream of things that never were and  
ask why not.”*

*Robert Kennedy*

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### Trainer Notes

10 minutes

*Jump into the program by conducting this activity: Divide the room in half. On one side, have participants work in small groups and think of as many words or phrases as possible using the letters from the title of the program: “Ideas into Action.”*

*On the other side, have participants work in small groups and brainstorm a new symbol for innovation (instead of a light bulb). Allow 2-3 minutes.*

*This activity can also serve as an icebreaker for participants to introduce themselves.*

*Debrief by having the groups share their ideas. The purpose of the activity is to encourage participants to “wake up” their minds as they begin this program on innovation.*

*Innovation doesn't have to be complex or difficult, and it's not just for technical problems. Innovation can happen everywhere in an organization.*

# What Is Innovation?

Innovation is any idea that improves the cost/benefit ratio: either increases benefits and/or decreases costs. At its essence, the goal of innovation is to make something better.

## Benefits

- ◇ Effectiveness
- ◇ Speed
- ◇ Pleasure/fun
- ◇ "Coolness"
- ◇ Safety
- ◇ Health

## Costs

- ◇ Money
- ◇ Effort
- ◇ Complexity
- ◇ Skill level
- ◇ Risk
- ◇ Inconvenience
- ◇ Boredom
- ◇ Pollution



### Trainer Notes

10 minutes

*Innovation lowers the costs and/or increases the benefits of a task. So innovation can be applied to virtually any aspect of running an organization—its products or services, internal processes, single tasks, etc. A good place to begin looking is wherever people have heard or used the phrase, "If only..." Whatever that is, it probably could benefit from innovation.*

*Innovation is usually less about a revolutionary idea and more about evolution and execution.*

*Activity: Have participants share examples of innovations they have seen or implemented themselves. See if they can think of different innovations for each of the benefits and costs listed (or for some).*

*Example: "Coolness"—the iPad or pretty much anything from Apple.*

*Inconvenience (reducing inconvenience or increasing convenience): Driving Miss Daisy, a driving service for seniors, taking them to the grocery store, doctor's appointments, social gatherings, etc.*

*"Creativity is not the finding of a thing, but the making of something out of it after it is found."*

*James Russell Lowell*

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## Myths and Misconceptions

### Only “creative” people can be innovative

- ◇ Some people are naturally creative and full of ideas, and it is important to recognize them and tap into their ideas. However, one person is rarely single-handedly responsible for fostering all the innovation in an organization.
- ◇ Everyone can be creative and have good ideas. What does it take? Motivation, practice, access to a variety of knowledge resources and perspectives, and the ability to express ideas.

### Thinking of a revolutionary idea is the only way to be innovative

- ◇ Revolutionary ideas can have a huge impact on an organization or entire industry; however, they are hugely disruptive and usually take years to reach their full potential.
- ◇ Small changes, pilot projects, and new networks of collaboration help ensure the long-term success of an organization as much as the revolutionary idea.

### There is one right way to be innovative

- ◇ The Google approach: Innovate through mistakes, chaos, and messiness.
- ◇ The 3M approach: Innovate through specific time devoted to rational problem solving.

### People like innovative ideas

- ◇ People don't like change, especially if they feel it has been forced on them.
- ◇ Change involves risk and the unknown, and some people are especially resistant to both. Usually, the bigger the change, the greater the risk, and the more difficult it is to have people accept the change.

#### Trainer Notes

10 minutes

*Increasing benefits or decreasing costs seems like a pretty simple proposition. So why does innovation seem irrelevant or impossible to many people? As in, “that’s for techie people” or “creative people,” etc. We’ll look at some common myths that contribute to that mindset.*

*Only creative people can be innovative: Successful organizations actively encourage innovation from every employee, help people work together and think differently, and reward good ideas.*

*The revolutionary idea vs. the evolutionary idea: Many small, continual baby steps can take an organization farther than one rare giant step.*

*One right way: Google has made some mistakes, such as Google Wave, a communications tool that never took off, and Google Checkout, a service similar to PayPal that never took off.*

*However, they learn from their mistakes and continue to be a successful company. On the other hand, 3M has a long-standing history of allowing employees to spend 15% of their time on new ideas—an organized focus on innovation.*

#### Myths and Misconceptions



- Only creative people can be innovative
- The revolutionary idea is the only way to be innovative
- People like innovative ideas
- If an idea is good, it will stand on its own merits

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## Myths and Misconceptions (cont.)

### People like innovative ideas (cont.)

- ◇ Typical criticisms:
  - “This will never work.”
  - “No one will want this.”
  - “It’s working just the way it is.”
  - “What’s the point?”
- ◇ What’s behind the criticism?
  - Fear: I’m afraid of change.
  - Envy: I’m jealous because I didn’t think of it myself.
  - Pride: I’ll look weak if I agree/support.
  - Laziness: I don’t want to learn something new or do more work.
  - Politics: I don’t like you or want you to succeed.

### If an idea is good, it will stand on its own merits

- ◇ Many people feel that once they have thought of a good idea, the hard work is done-- or that, if the idea is worthwhile, it will sell itself and everybody will recognize its value.
- ◇ Unfortunately, thinking of a good idea doesn’t guarantee that it will be accepted and implemented. It can take a great deal of time and persistence to sell an idea.

*“Don’t worry about people stealing your ideas. If your ideas are any good, you’ll have to ram them down people’s throats.”*

*Howard H. Aiken, inventor*

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#### Trainer Notes

5 minutes

*People like innovative ideas: The truth is people don’t like new ideas, because new ideas involve change and people don’t like to change.*

*Activity: Have participants share other myths or misconceptions they believe or have heard about innovation and see if the group can dispel them.*

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“Don’t worry about people stealing your ideas. If your ideas are any good, you’ll have to ram them down people’s throats.”

Howard H. Aiken, inventor






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