



Unit 6

Fostering Innovation

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Understand what fostering innovation means
- ✓ Learn what an innovative workplace looks like
- ✓ Determine how you can help create an innovative workplace environment
- ✓ Understand your role in helping to foster innovation
- ✓ Know what happens in the workplace when you help foster innovation
- ✓ Describe ways that innovation can help your company

Unit 6

Fostering Innovation

Creating an Innovative Environment

Creating an innovative work environment is arguably one of the most important ways to foster innovation within the workplace. By making it easier for employees to be creative and innovative, they are more likely to come up with innovative ideas more regularly.

In this session, you will learn ways in which you can make your workplace a hub for innovation. By implementing a few easy changes within the workplace, employees are more likely to want to become innovative thinkers.

What Does Fostering Innovation Mean?

As mentioned in the course overview, innovation in its purest form means to create something new, but it can also mean better solutions, new methods of doing something, finding more efficient and effective ways of completing a task, or creating new processes or workflows.

But what does fostering innovation mean?

Fostering innovation means to create an environment where employees are able to let ideas flow freely; it means being open to new ideas, allowing creativity to flow from all areas, and accepting that not all ideas are going to be multi-million dollar ones.

And not every innovative company has a set rule for doing things the same way; innovation can look different at various companies or even inside departments within a company.

Fostering innovation in your workplace is about finding what works for you and your employees and nurturing that to allow for success; because without innovation, there cannot be success.

Now think of all of the innovating companies out there — which companies first come to mind? Do you think about Google? Amazon? What about Salesforce.com? If you do a Google search of the top innovative companies, these are the ones that shoot to the top of the list. Now, some of these companies are a common household name, everyone knows who they are and what they do, but some of these companies you may have never heard of before. And that is okay. They are all making a name for themselves when it comes to fostering innovation and you will learn why throughout the day.

It is important to realize that innovation is what drives our society, along with marketing, but that is a topic for another day.

Think about your own life for a minute. When a new iPhone is released, or a new car with advanced features unlike any other vehicle you have owned comes on the market, do you immediately want that in your life? Do you think about ways you can make this a possibility for you? Why? It all boils down to the fact that we believe these new and innovative ideas are going to help make our lives better and easier. It is simple, really, innovation is what drives us. Technology, for example, is a sector built upon innovation. And we all use technology every single minute of every day, whether we realize it or not.

Are you using a typewriter at work? What about a Commodore 64? No, because thanks to innovation, thanks to a spark generated in these innovators' minds, our lives have been impacted for the better, and these older forms of technology were replaced with improvements.

Now let's go back to those companies that came to mind when we took a minute to think about innovative companies. I want you to take a minute and think about why some of these companies came to mind or maybe why they did not.

What are these companies doing to generate the success and growth they have continued to see? At the heart of these companies lies pure, unadulterated innovation.

A company focused on pushing the limits and trying new things is a company that no matter what, will find its footing.

What are the most well-known innovative companies?

Why did you choose those examples?

What do you think makes these companies unique, or especially innovative?

CREATING AN INNOVATIVE ENVIRONMENT

In the activity just completed, you may have determined that a creative workplace is crucial to fostering innovation. Thinking about some of the places you have worked in, are there things you have seen that have helped embody a creative workplace?

Have these workplaces been filled with cubicles, cutting employees off from each other? What about minimal break spaces or free-thinking areas? Having open, collaborative spaces are keys to creating an innovative environment in the workplace.

Interaction

Providing an environment of interaction is an incredibly important part of fostering innovation. It is great to come up with an idea, but without being able to discuss it with others, how will you build upon or expand your idea? How will you know if it will work? You do not. Interaction will aid in generating new ideas and building upon old ideas.

Inspiration

People are generally motivated by innovation. Seeing others coming up with new ideas makes your team more willing and open to generating their own ideas as well. Innovation should not be forced upon people, it needs to be organic, and seeing innovation come from co-workers or friends within the workplace will inspire others to be innovative.

Independence

Think back to times where you were on a tight deadline and it felt like someone was breathing down your neck. Were you able to be as productive as possible? Did it help to have someone hovering over you and watching your progress? If so, you are one of very few. When teams feel they are able to work independently, without being monitored every second of the day, they feel they are able to more freely generate ideas and take the time to really think about things. That is not to say deadlines are not important -- they most certainly are -- however, the way a company implements deadlines and enforces them can be a positive factor in generating winning ideas.

Collaboration

And while independence is a wonderful thing in a workplace, there is still a time and place for collaboration or brainstorming. The best ideas can often come from having someone as a sounding board, or having that second, third, or even fourth person to help you expand upon your ideas. Creating a space for collaboration is key to innovation, it aids in tackling roadblocks or "walls" people often hit when working on their own.

Curiosity

Having naturally curious or questioning people on your teams can help to foster innovation as well. When you have a team built of not only experts in their fields, but also questioners — those who are always asking “Why?” or “How?” — you have a team built to win. While experts may have the know-how to come up with an idea that suits a particular industry, the questioners are the ones who will help define that idea and shape it into something that will actually work.

What does an innovative environment look like to you?

Does what you see in your workplace mimic what you think an ideal innovative environment would look like?

IMPLEMENTING INNOVATION IN THE WORKPLACE

How can you make your workplace more innovation-friendly?

- Off-site small groups
- Innovation throughout the core values
- A tight feedback loop

So let's break it down. What do these points really mean?

Consistent Commitment to Research

Satall found that Google has a fierce loyalty to scientific learning and discovery.

Everything they do is rooted in innovation; from the very beginning they were focused on innovation and research and now they are at the point where they can invest billions of dollars to continue this fruitful effort.

They fund hundreds of research projects annually and also invite scientists and innovative scholars to spend time at Google to work on their life's passion.

This is a key factor in creating an innovative workplace. Google has created a space where experts can work there for a few months, and what often happens is that they end up staying because of the ability to work unimpeded by traditional protocol.

But, aside from generating their own innovative ideas in a truly innovative workplace, Google is ingenious in its ability to acquire smaller start-up companies as well as investing their money in many other start-ups as a venture capitalist.

The 20 Per Cent Rule

Employees at Google use a 20 per cent rule where they must spend 20 per cent of their time working on something they are enthralled with, something they are deeply passionate about.

From this rule came some of Google's most beloved products, from Gmail and Google News to AdSense.

So allowing employees to take time out of their schedules to work on passion projects is incredibly beneficial for the company as a whole.

Off-site Small Groups

Once a 20 per cent idea has become a full-blown project, Google employees have the option of moving a small contingent of hand-picked researchers to a smaller workspace known as an incubator where researchers can work on their project full time, without being brought into other projects.

Innovation Throughout Core Values

Even though Google has permanent products such as Google Maps or Google Translate, that does not mean they do not continue to improve them.

When employees come up with great innovations, they are not only launched as their own product, but if that research can help improve other well-known products, then they are manipulated, or molded to work for different areas within Google as well.

Now, imagine you are establishing a new company that developed an app, for example: a project management app, and answer the following questions:

How would you fill positions within your company, and make it innovative?

What would you do to ensure your company is the most innovative, in order to break into the app market?

A Leader's Role in Innovation

Leaders play a crucial role in fostering innovation within the workplace. It is important that workplace leaders know the qualities that are associated with innovative leaders in order to inspire those around them.

In this session, you will learn the key traits of innovative leaders and simple things that you can do to become a better innovative leader.

What Does an Innovative Leader Look Like?

Innovative leaders are a very important part of a work culture that supports innovation. Having someone who has proven themselves, not only as a visionary, critical, and innovative thinker, but also as someone who is able to inspire and motivate those around them is the ideal candidate to be an innovative leader.

Many of us know someone who has carried the weight of their team, or who has had superiors steal their ideas and take them as their own. That does not inspire teams to be more creative, in fact it does the opposite. It is important, number one, that a team trusts their leader, not only with their ideas, but also with the leader's ability to run the team and help promote the generation of ideas.

Nothing stifles a creative person more than having their ideas consistently shut down. Innovative leaders need to recognize good ideas and help turn them into great ideas. Innovative leaders need to have their team's back.

Here are five key traits that innovative leaders possess:

- 1. Trust:** A great and innovative leader must have the trust of their team. What does that mean? It means that first of all, they have the expertise and know-how to be in the position they are currently holding. They have the education, the experience and the chops to back up what they are doing.

But it also means they have a proven record for having their team's back and earning their trust.

This goes hand in hand with what was mentioned above, about having a leader that helps motivate you and helps you improve upon your ideas, not someone who takes them as their own.

It is important for a leader to have their team's trust. What happens to a plant without water and sunlight? It shrivels up and dies. That is what happens to ideas without trust, because without trust, there is no room for ideas to grow and blossom.

- 2. Communication and openness:** Communication is key. Without it, how will you know if your ideas are good, bad, or just plain terrible? You would not.

Very closely linked to the first trait, communication is crucial for trust. It is important that the entire team is aware of what is going on at all times, whether the news is good or bad.

If there is an open line of communication between the leader and the team, it also allows team members to feel more comfortable expressing their ideas and sharing their thoughts. When people feel they cannot speak up or share ideas, once again innovation will be stifled.

- 3. Ability to turn on a dime: We all know that the best laid plans do not always play out as intended. That is life. But it is important that a leader is aware of when ideas have gone awry or when projects just are not working out.**

A leader who knows when to quit and move on is a leader who is trusted by the team. It is not easy to tell someone their idea is not going to work, or that the last two weeks they spent working on a project was time wasted.

But, when a leader knows when to speak up and change direction, they earn the team's trust and also induce productivity instead of wasting time on something that is not going to succeed.

- 4. Accepting risk: How would you feel if every time you or your team came up with an idea that did not work, you got singled out or punished?**

Would that make you feel productive? Would you feel inspired? No, not likely. You would be hard-pressed to find someone who can continue to be creative and feel inspired in that kind of environment.

That is why it is important that if a mistake is made or a project fails, that the team does not bear the brunt, but rather the leader takes ownership of the error.

It is the leader's job to take the heat and roll with the punches, to allow the team to continue to be productive without fear of repercussions.

- 5. Vision: When a team is set on the right path, inevitably there will be success.**

An innovative leader must have a vision for the team and be able to keep them on track. Without a clear vision or goal, the group will split off in different directions and never end up where they were headed.

It is important for a leader to be able to keep their team on track without stifling their creativity or productivity and knowing the difference is what makes a great leader.

How to Be a Great Leader Activity

What does a great leader look like?

What are some of their characteristic traits?

Is there someone you know (famous or not) who embodies an ideal innovative leader?

Are You an Innovative Leader?

Thinking about the characteristics of an ideal innovative leader that were just identified: someone with a vision, who is trustworthy, who has the expertise required for the role, and who has good communication skills; do you believe that you possess some or all of these qualities? Are you already on your way to becoming an ideal innovative leader? The leader is the person team members look to for guidance, shared vision and help; the one they trust with their ideas to help push them forward and create something magical.

As we discussed before, the team's success hinges on the leader.

As a leader, are you letting your teammates shine? Are you letting them each play to their strengths for the betterment of the team, the company?

I am sure we can all think back to a time where we had a leader who was not thinking about the betterment of the entire team, a leader that focused on singling people out for their mistakes. How did that make you feel? Is that a

good way to motivate people? Of course not, it is the best way to isolate your team and often leads to under-productive team members.

Creating Employee Engagement

It is not only up to the company, but even more so the leaders to create employee engagement in order to foster innovation in the workplace.

What does it mean to you to create employee engagement? Does it mean speaking up and sharing ideas? Does it mean helping others? Or does it mean something even more?

Employee engagement can extend to extracurricular activities as well. When an employee feels connected and engaged with their company and employer, they tend to be happier and more productive.

Employee engagement is directly correlated with how happy an employee is at their workplace. The more engaged an employee is, the happier they are, and more likely they are to stay at their job.

How does employee engagement relate to innovation?

All of the things we have discussed are interconnected. Each one plays a critical role in fostering innovation, from leadership and team players, to having a conducive environment; employee engagement is also a key factor in helping to foster innovation.

How to Get Employees Involved

Employee engagement begins with the leader; arguably one of the most important factors in fostering innovation. Employees will feel engaged when they know what is going on, so having that open line of communication is crucial, however, that is just the beginning. It is important that teams be able to do their job without hindrance. When the leaders and the company make it easier for teams to get their work done, they feel happier and are more goal-oriented, instead of being tied up in red tape and procedure.

Alongside communication is clarity; clarity in tasks, objectives, procedures, and policies. Making it difficult for an employee to determine their role and how they need to approach a task is a good way to make them feel disengaged. By putting road blocks in the way or making things more difficult than they need to be, employees are less likely to feel engaged or even loyal.

Creating incentives for employees as well as mixing work and play, making work fun, and ensuring a proper work/life balance are critical in creating loyal employees who are creative and innovative.

Having extras such as a social committee, family picnics, games nights, holiday parties, or policies placing limits on the amount of overtime an employee is permitted to work, will allow employees to separate themselves from their work. By including employees and their families in outings and extracurricular activities, employees feel more engaged. It helps to create a bond, not only with the employee, but also with their family, and the employer. When employees have a proper work/life balance, they are happier and more productive and their desire to become more involved grows.

Systems and Processes for Innovation

Without the right processes and workflows in place, it is increasingly difficult to foster innovation in the workplace. By having the tools at your teams’ fingertips, they are more readily available and enticed to come up with more innovative ideas.

In this session, you will learn different procedures or workflows that you can implement within your own company to foster innovation on a grander scale.

“Innovation only survives when people believe in their own ideas.” – Levo League.

Systems and Processes

By this point, you have learned that innovation is the cornerstone of growth and success, without it, most businesses inevitably fail. So how do we make processes within the workplace to ensure that innovation is top of mind for all employees?

First of all, business as usual is not what is going to get you there. Things need to be shaken up within the workplace to promote innovation. But how do we do that? What are some things we can implement within the workplace to entice more innovation among employees?

- Implement best practices for innovation
- See what others are doing that works well
- Create safe spaces for ideas

Simply taking a step back and looking at what other businesses are doing to foster innovation can be a huge help. It can be as simple as allowing more free time for thinking and creativity, or can be as large as an internal system where employees can add ideas and thoughts that can be voted on by others within the company or added upon to create even more collaboration within the workplace.

What types of things could be implemented within your workplace to help foster more innovation?

TYPES OF PROCESSES THAT LEAD TO INNOVATION

Processes or systems are structures or activities that are implemented a certain way within a company to improve a certain area or shed light on how things should be done or addressed.

There are a number of things that can be implemented within a company in terms of processes that can lead to innovation, like discussed earlier. And you came up with some great ideas, but now we are going to explore further things that can be implemented across teams or companies to really drive innovation:

Sharing success: We touched on this before, but having regular team calls where successes are shared company-wide and celebrated can be a real driving force behind innovation. It shows team members just how easy it can be to come up with an idea and provides a reward by bringing it to the attention of others.

Creating a common goal: When employees are clear on their objectives and understand the direction in which the company is headed, everyone will become a winner. Having a clear, concise, common goal amongst all employees will lead to more focused and prized ideas.

Encouraging the sharing of best practices among employees: It is important for employees to understand that innovation is a part of their job, that generating ideas is something that should be done on a daily basis. If a company cannot allot time daily, it is important to have time set aside at least a few times each week to think about or discuss ideas. It is also important that best practices leading to innovative ideas are shared company-wide. If someone within the company has developed a winning formula, share it. The workplace should not be an area of competition or secrets; it should be a space where collaboration and the sharing of processes and ideas flow freely.

Hiring the Best

Having the best possible creative team in place is critical to fostering innovation, but how do you make sure you have creative people working for you?

It starts within the hiring process. We discussed how workflows and processes within a company can lead to better ideas and innovation, but it does not stop there. The hiring process also needs to include the opportunity for candidates to show their creativity and innovative tendencies.

Now you are probably wondering how can that be done?

What are some of the things that companies can do within the interview and hiring process to target creative individuals?

What are some things that you have seen within your company?

Think about the interview process. When you are conducting an interview — sitting across the table from someone asking the same 20 questions you asked the candidate before — are you really going to get a sense of what type of person they are, whether they work well with others, or whether they have a questioning mind? Not likely. It is important that employees have the ability to work together. Like we mentioned before, it is a collaborative effort to foster innovation, so this means no teams of one.

That being said, there are some creative ways to see whether new hires will mesh with your current staff members. **Group interviews** - Putting interviewees in a group setting can be a great way to see how they interact with others. I am sure you can think of situations you have been in where someone is stepping on others’ toes to get attention and prove their worth. Those types of scenarios can surface during a group interview, allowing you to see a full picture of candidates.

Real world scenarios - Having interview candidates get a taste of the real workplace and what they will be seeing on a daily basis is a great idea to get a better view of possible employees. Have them sit in on brainstorming sessions or mock sessions and contribute where possible. This will help both the candidate and the company see if it is a good fit for everyone.

Problem solving - Ask candidates about scenarios that have actually happened in your workplace and have them problem solve. This shows their ingenuity but also how well they are able to work quickly without preparation.

Business model innovation - Ask candidates what they would do differently within your company. Ask them what business models they would implement that you are not currently implementing and how that will lead to innovation.

And that is just the beginning. There are a number of other questions you can ask during an interview to get a clear view of the person’s ingenuity and intellect. Once you create the proper hiring process for innovation, you will have the right people in the right positions at the right time.

Creative Interviewing Activity

Is the group interview method used in your organization? If yes, why does it work well? If no, how would it be useful?

Is the real world scenario interview method used in your organization? If yes, why does it work well? If no, how would it be useful?

Is the problem solving interview method used in your organization? If yes, why does it work well? If no, how would it be useful?

Is the business model innovation interview method used in your organization? If yes, why does it work well? If no, how would it be useful?

Is it Okay to Fail?

Innovation is not created in a bubble. It takes a lot of tweaking and building upon ideas to come up with the next great invention. Knowing this and learning that failure is a key to success will help your company to better foster innovation.

In this session, you will learn why it is okay to fail in the innovation process and why it can often be a good thing.

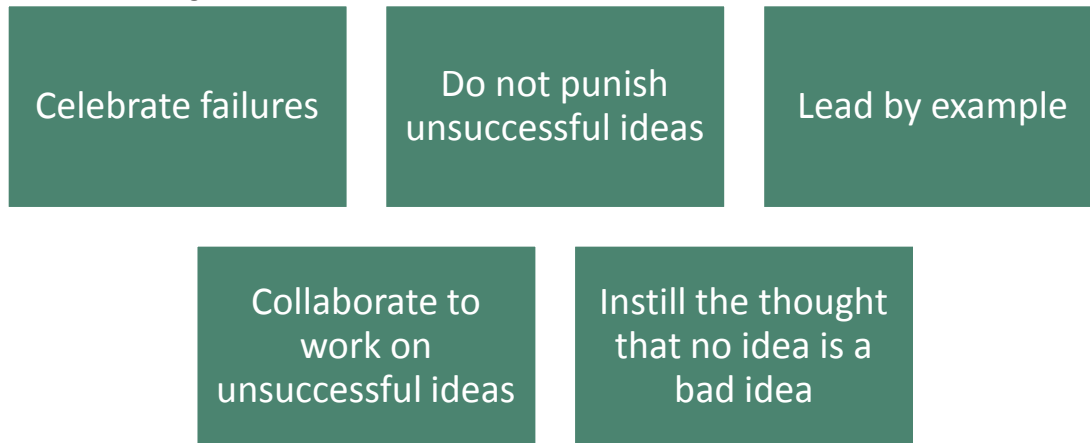
Failure in Innovation

Do you think Apple came up with the perfect iPhone on the first try? How about Google? Do you think they decided to create a search engine out of the blue, hinging upon the success of the internet?

It is important to take note that things are not always going to start out exactly as you want them to. The best ideas evolve, and let's face it, not all ideas are multi-billion dollar ones. And that is okay, because they do not need to be. As long as your company is always striving for better and coming up with innovative ideas, you will get exactly what you desire.

Let's say that again, **IT IS OKAY TO FAIL!** That can be a challenging concept all on its own. We have been raised on the bedrock that every idea must be a winner, every idea must make your company money, otherwise, you lose your job. That kind of thinking is what got you where you are now, but that is not what is going to get you where you need to be tomorrow.

How do we encourage innovation? First of all, we can:



Celebrate failures

By sharing all ideas company-wide, employees get a sense that what they are doing matters, not only to them, but to everyone in their workplace.

It is important to celebrate successes, but much the same, those ideas that did not quite pan out should also be brought up, discussed, and celebrated because the more chances there are to nurture those ideas, the greater the possibility that they may develop into something else — and they just might end up being spectacular.

Do not punish failure

This may seem like an odd thing to do, however, it happens quite often in the corporate structure. In reality, the corporate structure does not allow much room for creativity or failure. Think about someone who has just been penalized for coming up with an unsuccessful idea. It happens all the time, and when it does, it causes that employee to shrink up and internalize that. Do you think that an employee would be willing to share ideas knowing they may be punished for doing so, or called out in front of colleagues?

No. It extinguishes the desire to share creativity and could eventually lead to a complete lack of creativity for fear of repercussions. Or at worst, the loss of a job.

Lead by example

Showing your team that, not only are you coming up with innovative ideas, but some of them are not winners, is the best way to show your team that you are human. By showing your staff that you are relatable, a sense of trust and a connection between you is generated, giving them the sense that they can come to you with their ideas, no matter

how outlandish they may seem on the surface. That is not to say you should come up with horrible ideas, but that you should share your own past failures with your team.

Collaborate to make unsuccessful ideas work

An idea should not be dead in the water because it was not a success. This is why it is important to share all ideas across a company; there may be a small tweak required to make this solution work; and just imagine if it does. Collaboration is a crucial element in innovation and it can turn the not-so-great ideas into spectacular ones. But keep in mind that tip about innovative leaders, they must know when to change course if something just will not work out.

No idea is a bad idea

It is important that your employees know that no idea is a bad idea. Instilling this mantra is an incredibly important part of innovation, only if followed through, however. What does that mean?

All of these elements go hand-in-hand when it comes to fostering innovation. It is one thing to say we celebrate failures and that no idea is a bad idea, but if an employee is mocked or criticized for proposing an idea that was not immediately a “winner”, then you are not actually instilling the mantra that no idea is a bad idea.

Be consistent. If this is new to your company, it will take time. Some employees may laugh when ideas are shared, or poke fun, but it is important that management remind everyone that no idea is a bad idea, since eventually you will be rewarded with that “golden ticket” of an idea because you allowed that thought process to take place.

Shaping a New Mindset

As noted before, the concept of having permission to fail may be new for some of your employees and it will take time for them to become accustomed to this way of thinking.

It is very likely that most of your employees are not even really wired to be creative in the workplace because most larger corporations are not designed that way. And that is okay, because now you know that it is acceptable to share ideas, and that failure is an option. That being said, it may take some employee training to change their mindset.

You understand that there are ways you can improve your workplace to make it more innovation-friendly, and it starts with you. However, it should not end with you.

As mentioned above, people are not prone to celebrating failure. It is not something that has been engrained in us over the years. Think back to grade school: If you ever brought home a less-than-stellar report card, do you think your parents would have taken you out for ice cream and told you that you will do better next time? Not likely.

As a society we have been taught that failure is not okay, that mistakes and missteps are out of the question. So it is really a matter a re-wiring the brains of your employees, and that can only be done by example. When you show employees that it is okay to try and fail, that not every idea will be **THE IDEA**, they will believe you, they will test the waters, and eventually, it will be like that has always been the process.

When people feel like it is okay to make mistakes, they are more willing to try the unexpected and strive for greatness.

What elements come to mind when you think of a workplace environment that fosters innovation?

How can they play into a collaborative or team environment?

Innovation and Teams

By allowing your team to take the time to come up with great ideas and collaborate in the workplace, you are not only fostering innovation, but creating a whole slew of happy consequences that will further help your business. *In this session*, you will learn why fostering innovation is so important for the workplace, in terms of the innovations themselves as well as the spinoffs they create.

Is Innovation a Team Sport?

The quick answer is yes. Thinking back to everything discussed so far, it is very clear that innovation is a collaborative effort, a team sport. And although there very clearly are two of the letter “I” in innovation, the saying rings true that there is no “I” in team.

For innovation to be successful, teamwork is required. It does not take place in isolation, and it can happen at any time, anywhere. It can take place on a Thursday afternoon, when you are throwing a ball off of a wall, discussing an idea with your co-worker. It can happen during a Tuesday morning meeting, where you are sharing ideas and thoughts in a roundtable format.

Innovation takes place everywhere, with everyone. It is a consistent, ongoing process that takes shape as ideas are shared and built upon. Innovation is always evolving.

Diverse Teams

Now we know that teams are incredibly important to fostering innovation in the workplace. But what happens if all of the people are coming from the same department or have a similar background? What if we have a bunch of marketers in a room? Or a group of sales people? Are we going to get a range of ideas and perspectives? Or just ones suited to a particular sector?

The likelihood is that the ideas will be geared toward what they know. This is why having diverse teams is incredibly important.

Having teams made up of employees in different positions, from differing cultures, from diverse backgrounds and experiences will enrich the ideas and innovation. People from varying backgrounds are going to have different insights into why an idea may or may not work and that is crucial in developing those multi-billion dollar ideas.

What Happens When You Foster Innovation

Throughout the course we have established that innovation is largely essential for any business to grow and thrive in today's society and we discussed some of the ways that we can make it easier to foster innovation in the workplace. Now it is time to look at why that is important.

Why is it important to foster innovation in the workplace?

- 1. Success: First of all, fostering innovation in the workplace will bring success. It will help companies to thrive and stay relevant, instead of becoming stagnant.**
- 2. Build your workforce:** When a company is successful and focuses on innovation, people want to work there, which helps build the best team possible. It is no wonder Google receives more than one million resumes per year!
- 3. Happy employees:** A workplace that allows their employees the freedom to think and collaborate is a workplace where people want to work. It is a workplace where people are happy. Happier employees perform better, take fewer sick days, and positively impact the workplace.
- 4. Creativity:** Companies focused on fostering innovation also have more creative employees because they are able to let their creativity flourish, instead of having it stifled by processes and procedures.
- 5. Positive perception of employer:** Employees that are happier and more productive have a better perception of their employer and are more likely to promote their workplace and products to their friends and family.

Bringing it All Together

Using what you have learned in this course, make a plan with a goal of fostering innovation at your workplace, and how you will play a role in that.

How will you create an innovative environment?

How will leadership participate?

What systems and processes will be involved?

How will you encourage learning from failure and success?

How will teams be involved?

Further Reading:

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