



“Building a World Class+ Company
Through Innovation, Creativity
and Enhanced Competence”



***Bringing out the innovative
best in yourself and others***

William and Debra Miller

Global Dharma Center
Center for Dharmic Leadership



Building a “world-class+ company”

- *World-class* – Being of the highest quality, character, capacity and excellence
- *Plus* – in addition to what is anticipated and greater than normally expected
- *Company* – a fellowship, or an association for carrying on a commercial enterprise



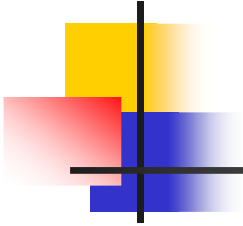
Building a “world-class+ company”

- *How do we build, together in fellowship, a commercial enterprise of the highest quality, character, capacity and excellence in the world, beyond what is anticipated or expected?*



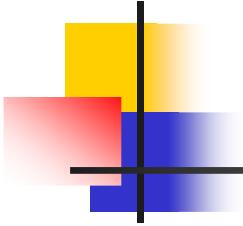
Agenda for this morning

- Drawing from spirituality as the basis of innovation
- Using the Innovation Styles™ Profile to bring out the innovative best in yourself and others
- Generating creative ideas for becoming a “world class+ company”

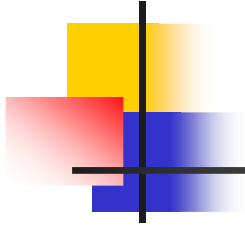


- *Our Mother Earth has been badly hurt by greed. She must heal.*
- *We are working for God. We are his means. The whole cosmic creativity is through that (working for God). If we can become a part of that, what a joy it is!*
- *Productive action is spirituality. Profit is a by-product of services rendered. At Excel, service is the motivation.*

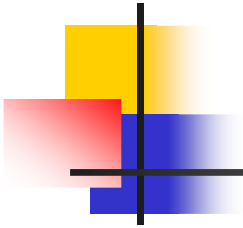
K.C. Shroff



- *Spirituality is inspired responsibility towards people, other living beings, and the world... seeing and relating with Divinity in every aspect. Self-improvement plus world service equals spirituality.*
- *Business is the harmony of ethics, energy, excellence, economy, ecology – with effectiveness and efficiency that leads to enlightenment. All this occurs through wisdom, coming from purity and beauty.*



***Excel Industries** has a strong focus on social responsibility and sustainability – demonstrated by conscientious attention to concerns such as natural waste management. They see spirituality as "self-improvement and world service" with the Divine lighting the way. Every human can become divine light. Each day begins with the company's All-Religion Prayer. The strong sense of family is reinforced by having everyone eat the same meal at the same time together in the canteen...*



From the 50-year Mission statement:

We have a responsibility towards industry and community. Rural community is the heart of India. We will be friends and contributors to the well being of both the industrial and the rural community. Company is family. We will work and contribute, learn and grow together. This is our resolution and we resolve so. We pray to the Almighty that we be granted the strength to fulfil our mission.



Drawing from spirituality as the basis for innovation

- Common meanings of spirituality:
 - ✓ The “Breath” (spiritus, spirit) of life
 - ✓ Tapping into the deeper meaning of life
 - ✓ Having a relationship with the Source of creation
 - ✓ Becoming fully conscious
 - ✓ Living in harmony with the essential nature and inter-connectedness of creation



N. S. Raghavan, Co-founder & HR Executive, Infosys

- *Spirituality is something that gives a certain purpose and meaning to our existence. ... something that gives you joy, happiness and contentment that cannot be gotten through material pursuits and knowledge... something that gives you the motivation to do something for others.*



Amber Chand, Co-founder & V.P., Eziba Inc.

- *Spirituality for me is the essence of being: it is a place where the heart resides; it is soul. My spirituality feels as if it is a quiet backdrop, a constant chanting and presence in my life. Compassion, balance, grace, and friendliness are words that ring as my spiritual theme.*



S. K. Welling, Executive Director, HMT Int'l. Ltd.

- *Spirituality means refining my character, which leads to purity of mind and thoughts. Spirituality is actually purity, and for all this you ultimately have to have devotion and faith.*



Ricardo Levy, Co-founder & Chairman, Catalytica

- *Spirituality is a deep connection with a force greater than myself; it includes both longing and belonging, expressed through love and compassion.*



“Spiritual values”

- N. S. Raghavan: *Love and trust*
- Amber Chand: *Compassion, balance, grace, and friendliness*
- S. K. Welling: *Purity of character*
- Ricardo Levy: *Oneness*



What are *your* spiritual values?

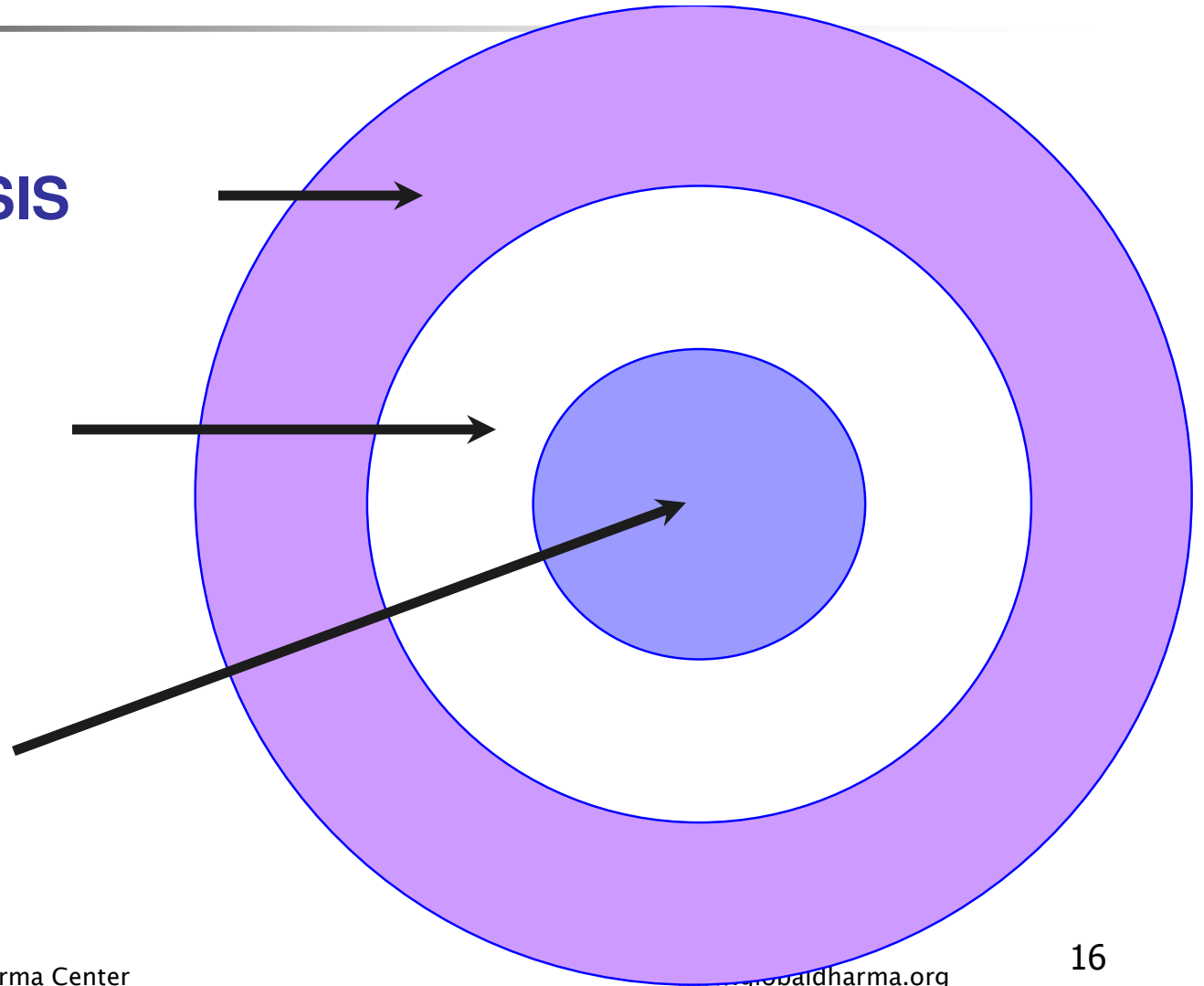
- Write a 1-2 paragraph description of your spiritual view of life
- Looking over your spiritual view of life, select 2 or 3 spiritual values that are most important to you
- Turn your nametags around and write your 2-3 spiritual values as your new “name” tag

Innovation from a spiritual basis

SPIRITUAL BASIS

COMPANY GOALS

INNOVATION CHALLENGES





Innovation and creativity

- *Innovation* is doing things better or different
- *Creativity* is generating the ideas for innovation



Innovation

The application of knowledge and intelligence
to develop and implement
breakthroughs and incremental improvements
in products, services, work processes, communications,
management methods, etc...
for the sake of revenue-expansion, time/cost reduction,
and customer / stakeholder enrichment



Innovation from a spiritual basis

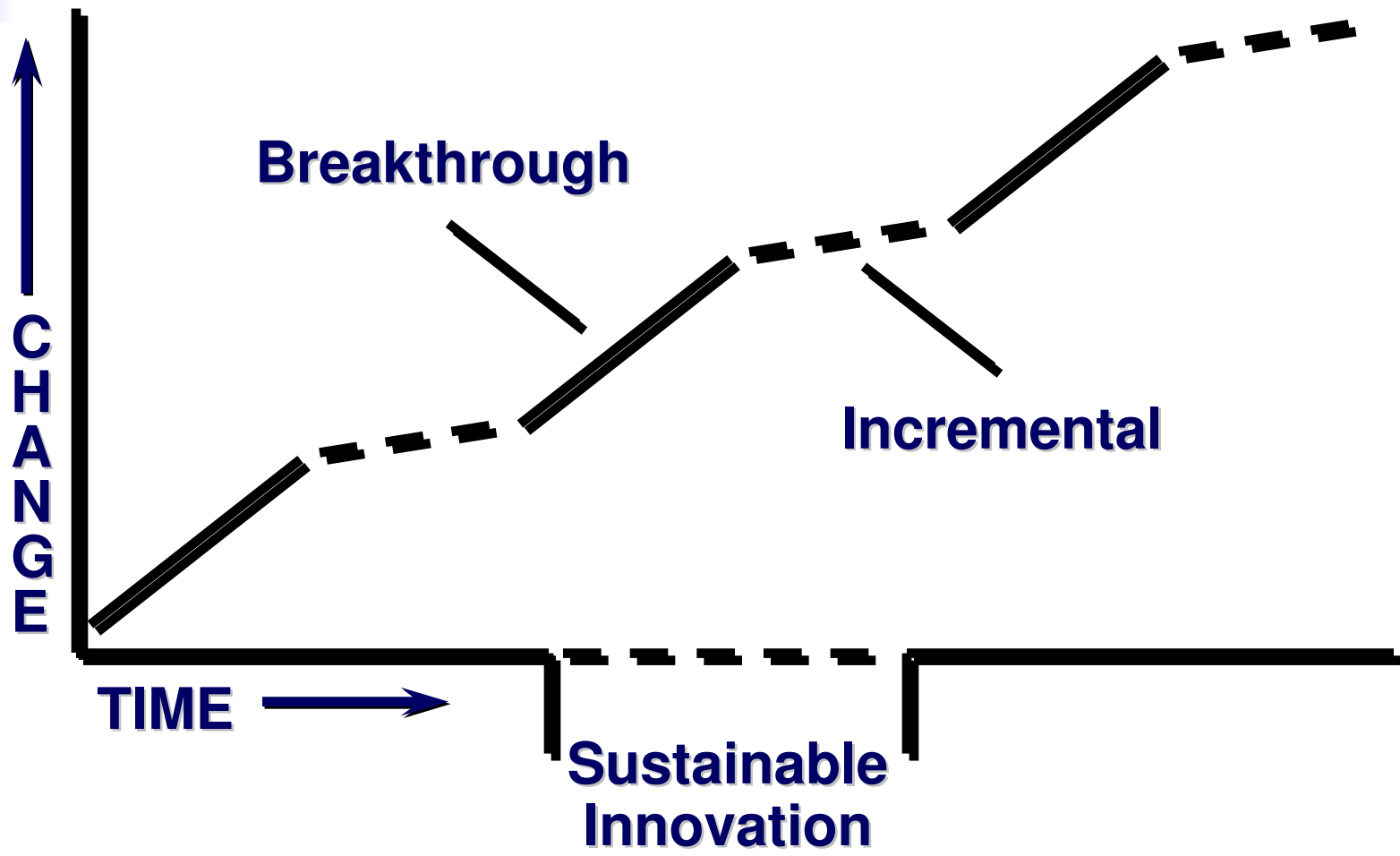
The application of knowledge and intelligence
to develop and implement
breakthroughs and incremental improvements
in products, services, work processes, communications,
management methods, etc...
for the sake of revenue-expansion, time/cost reduction,
and customer / stakeholder enrichment
based upon (aligned with) personal / company values
in fulfilment of our spiritual purpose in life.



Appreciate innovation as a spiritual opportunity

- “Appreciate” = To increase the value of...
To have gratitude for...
- TWO-WAY STREET:
 - ✓ *Innovate, in order to grow spiritually*
 - ✓ *Grow spiritually, in order to serve your stakeholders through innovation*
- Tap into your spirituality in all situations

Innovation





Sources of innovation

	<u>Internal</u> source	<u>External</u> source
<u>Planned</u> formal process	<i>Strategic plan, own market research (20%)</i>	<i>Industry studies, consultants (5%)</i>
<u>Unplanned</u> informal process	<i>Ad-hoc ideas from anyone (30%)</i>	<i>Customers, competitor actions (45%)</i>



Innovation Styles™

VISIONING

MODIFYING



EXPLORING

EXPERIMENTING



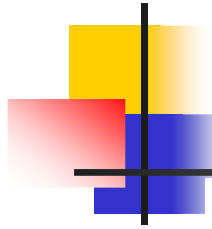
Innovation Styles™

(very short form)

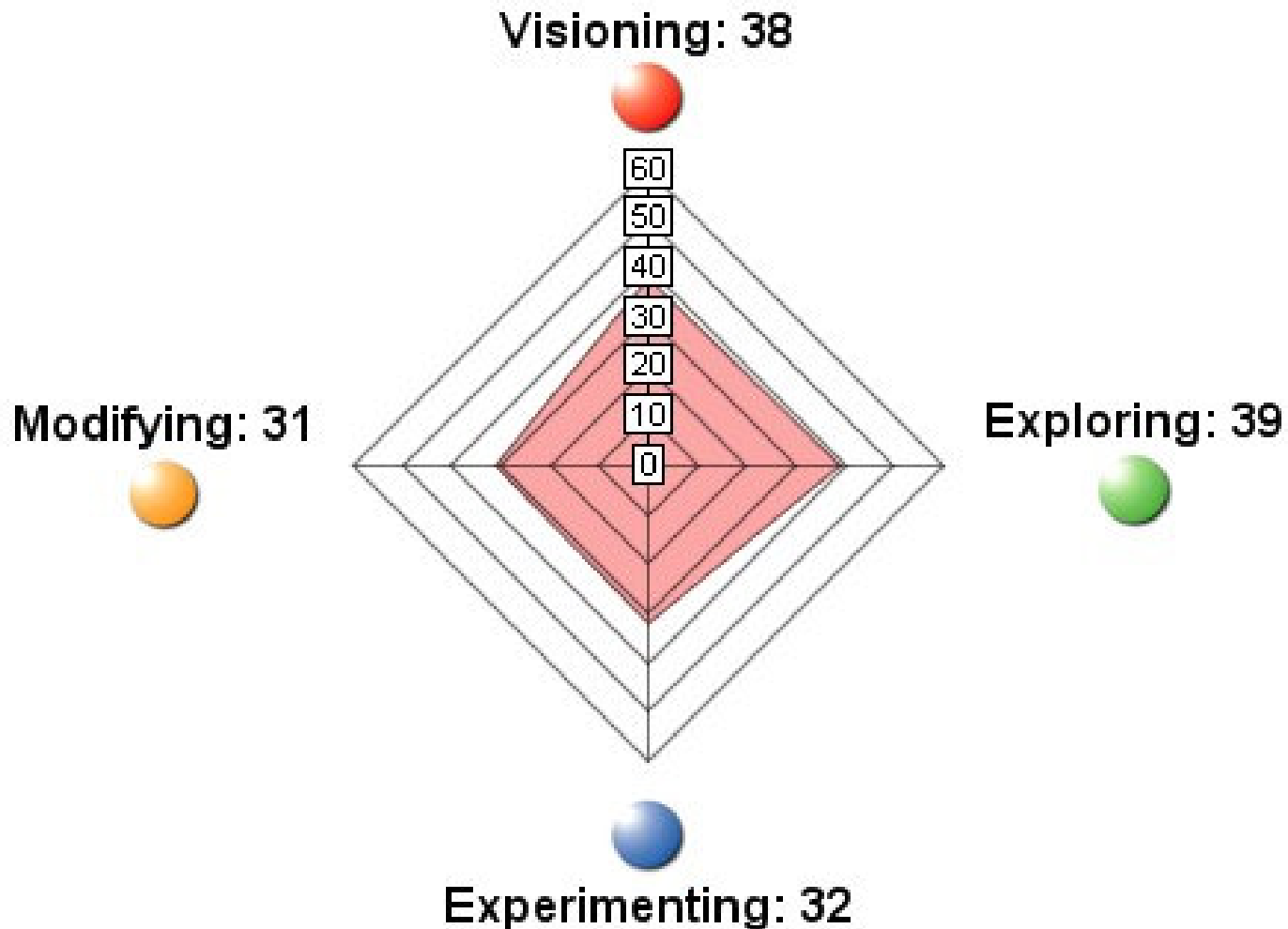
Give a 1-2-3-4 priority to how you like to foster creativity / change

I like to find innovative solutions by:

- ___ A. Imagining the ideal, long-term outcome
- ___ B. Optimising what we have already done
- ___ C. Combining the most useful ideas of many people
- ___ D. Challenging core assumptions and seeing what develops



Innovation Styles™



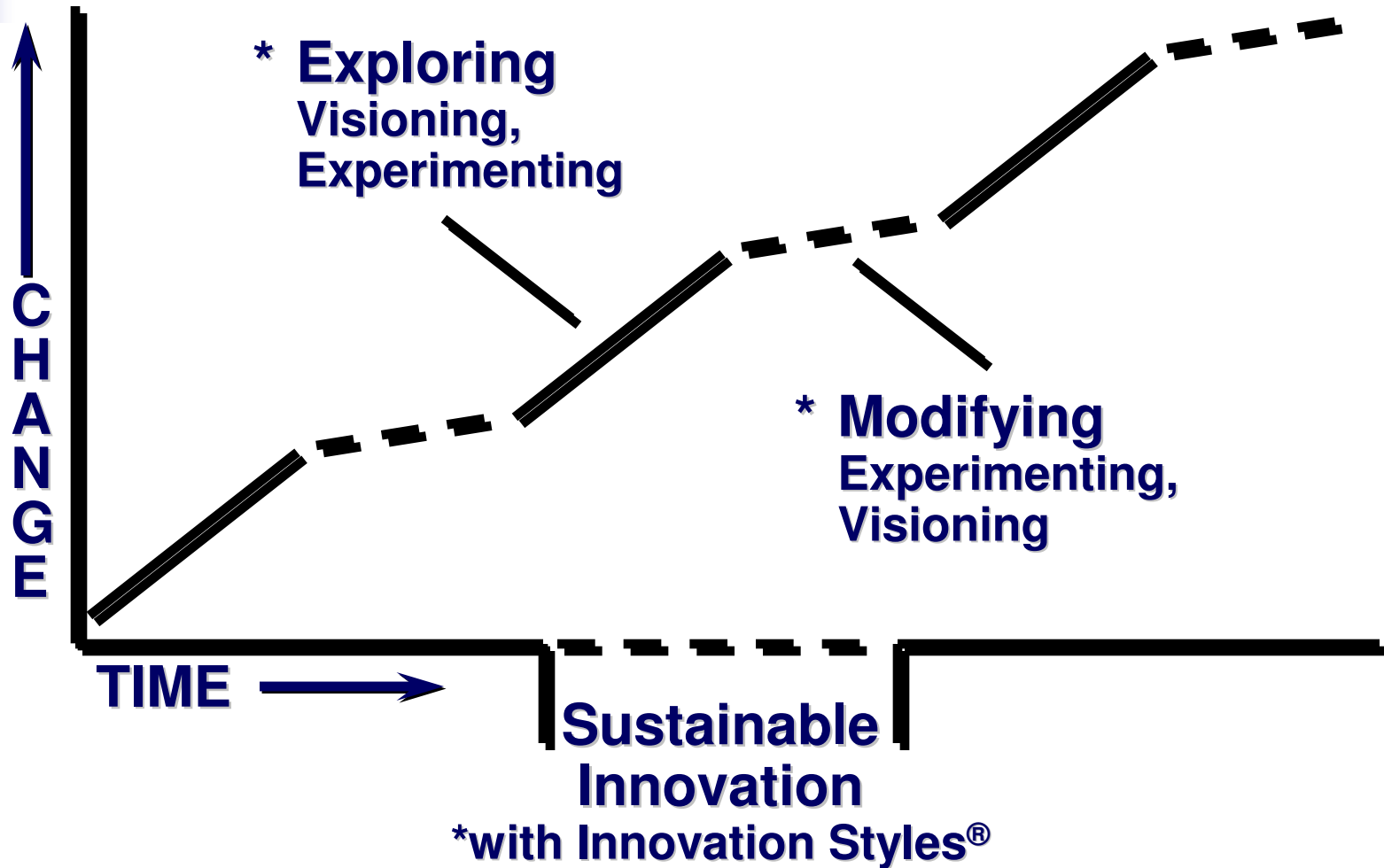


Innovation Styles™

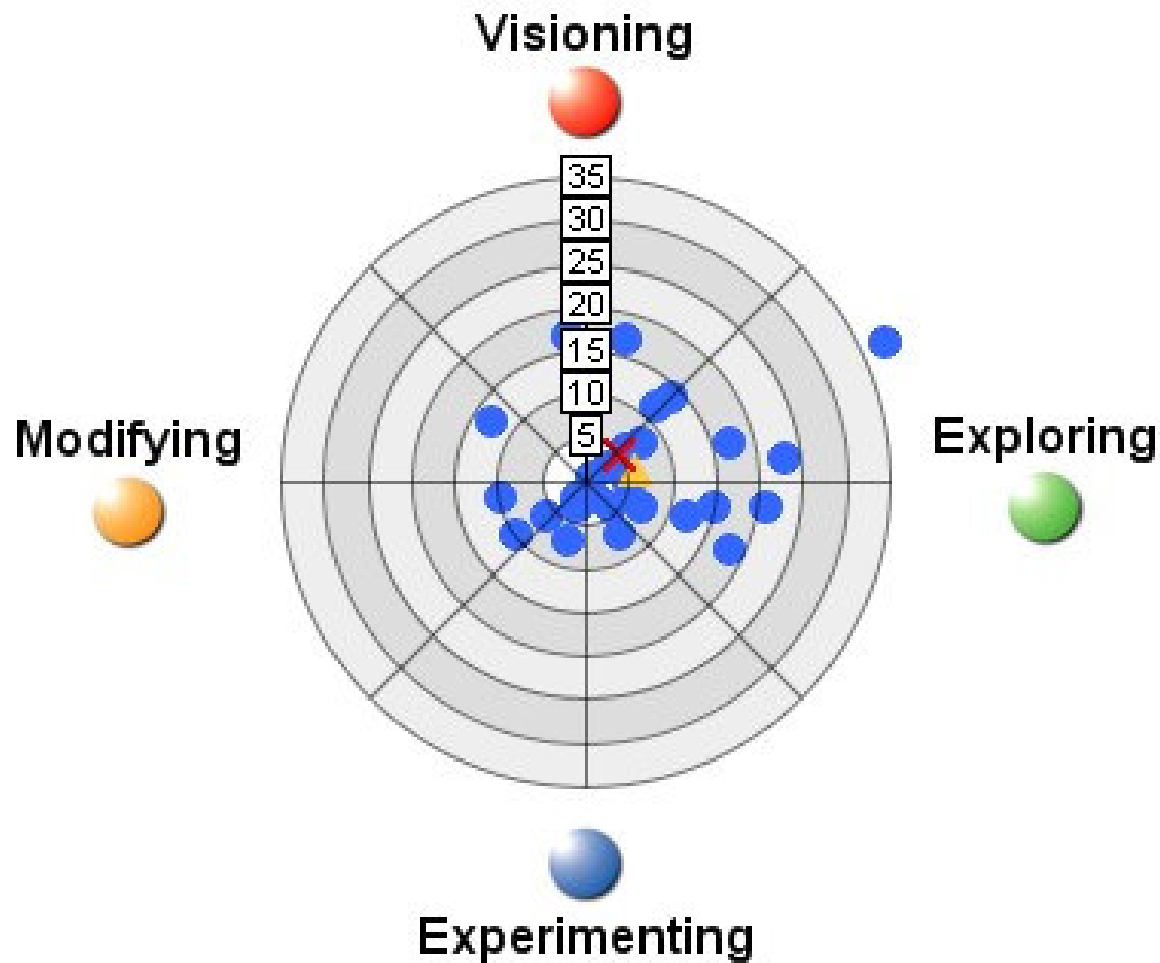
People approach innovation using four distinct *Innovation Styles*™:

- *VISIONING* looks for the ideal, perfect solution
- *MODIFYING* seeks to build upon and optimise what already exists
- *EXPERIMENTING* puts together in new and novel combinations
- *EXPLORING* challenges assumptions and discovers new insights

Sustainable world-class+ innovation



Innovation Styles™





Your contribution to innovation

Each group:

- Read aloud the “At a glance” sheet for your style(s)
- Discuss, “Based on our style(s), how do we best contribute to innovation?”



“Yes, but...”

In your group:

- Imagine you are the committee formed in 2007 to plan the celebration of 2 years of progress in becoming a “world class+ company”
- One person offers an idea; the next person says, “YES, BUT...”, gives the reason why the idea isn't good, and then offers another idea of his/her own
- Continue generating ideas in this way...



“Yes, and...”

In your group:

- Imagine you are the committee formed in 2007 to plan the celebration of 2 years of progress in becoming a “world class+ company”
- One person offers an idea; the next person says, “YES, AND...” and then offers another idea of his/her own
- Continue generating ideas in this way...



Setting the “buffet table”

There are two separate and distinct parts to generating innovative solutions

- 1. Generate all the ideas that you can.*
This is like setting a full buffet table with all different kinds of food items
- 2. Evaluate and select the ideas you like.*
This is like taking your tray to the buffet and selecting the food items you prefer



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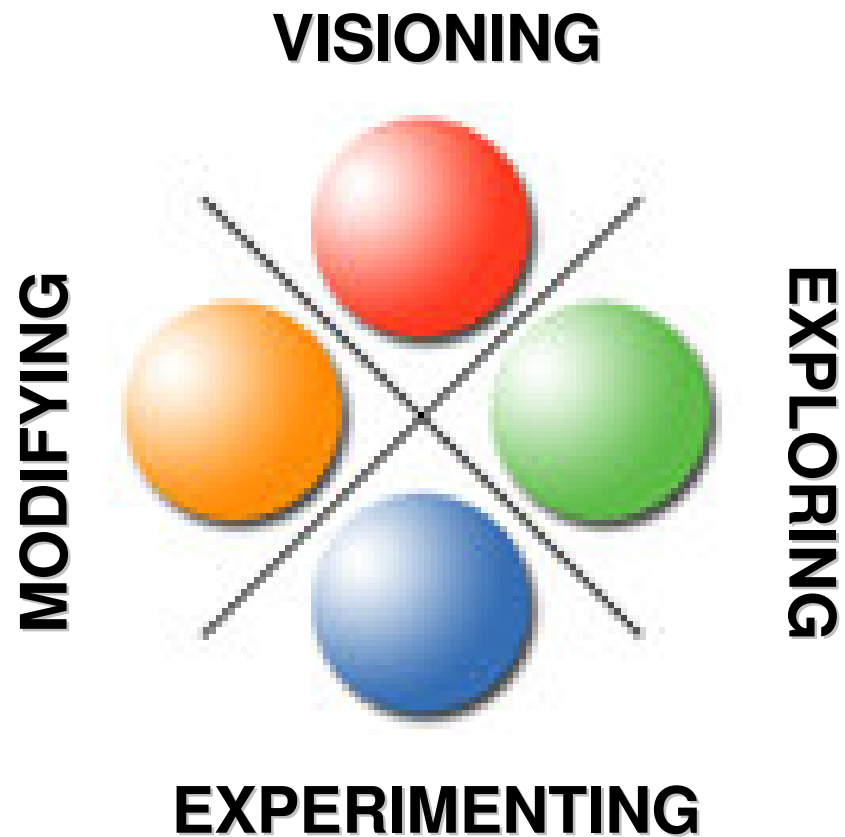


In groups of 5-6 at a table, generate creative ideas for...

How can we build, together in fellowship, a commercial enterprise of the highest quality, character, capacity and excellence in the world, beyond what is anticipated or expected?

“Compass” Exercise

- *VISIONING*: What can we imagine as the **ideal** long-term solution?
- *MODIFYING*: What can we do to **build on** what we've done?
- *EXPERIMENTING*: What can we **combine** to form a new solution?
- *EXPLORING*: What can we create starting with totally **new assumptions**?





Gathering your favourite ideas

EACH PERSON (separately):

- Write down the 2-4 ideas you personally most like from this first round of idea-generation
- Do not seek group consensus. Select your own personal favourites
- Take this list with you to the next group...



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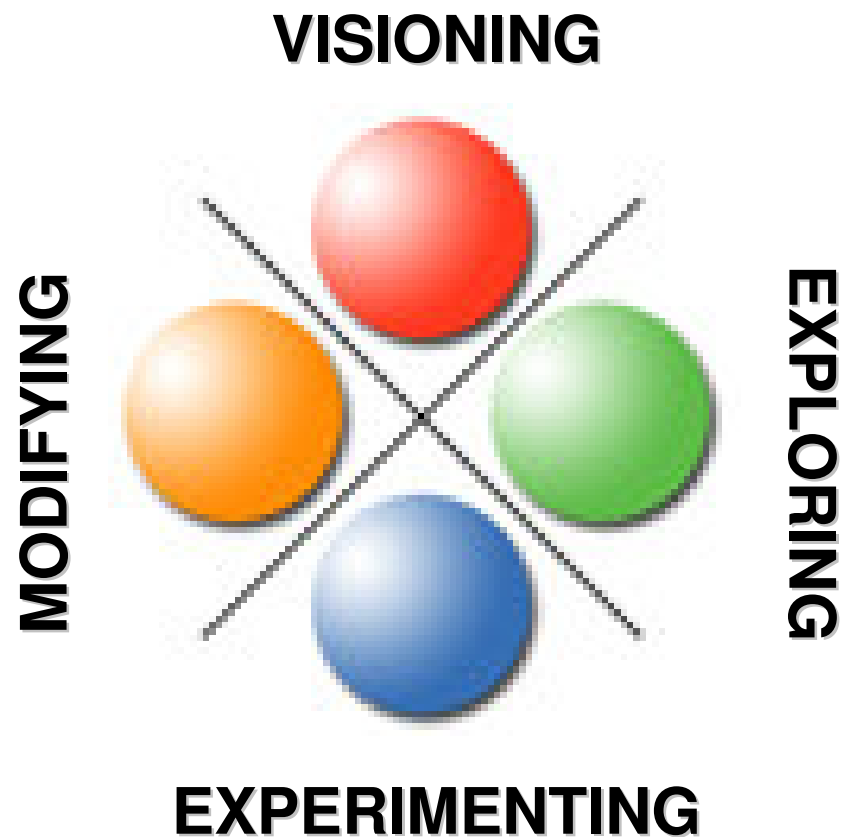


Join a NEW group of 5-6 people at a NEW table. Generate more creative ideas, from a spiritual basis, for...

How can we build, together in fellowship, a commercial enterprise of the highest quality, character, capacity and excellence in the world, beyond what is anticipated or expected?

“Spiritual Compass”

- *VISIONING*: How can we fulfil the **highest ideals** of spiritual values?
- *MODIFYING*: What would be a **natural expression** of our spiritual values?
- *EXPERIMENTING*: How can we **include** the spiritual values of everyone?
- *EXPLORING*: What would **challenge/stretch** us to grow in spiritual values?





Selecting your group's top ideas

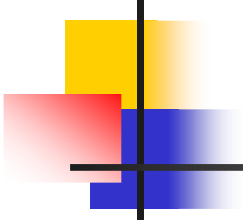
In your second group:

- Discuss, evaluate, and select the top 2-3 ideas from your group
 - ✓ One "idea" could be a group of related ideas
- For each idea, write down on a separate sheet of paper:
 - ✓ A **title** for the idea
 - ✓ A **brief (3-4 sentences) description** of the idea
 - ✓ The **name of a spokes-person** for the idea from the members of your group



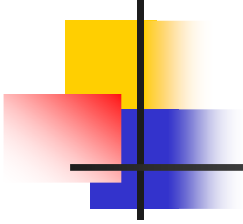
Benefits of Innovation Styles[®]

- Gain greater participation in idea-generation and knowledge-creation (by people of different styles)
- Develop a more comprehensive, creative set of solutions
- Optimise synergy in a diverse group (rather than arguing over which approach is best)
- Can be applied easily to a variety of issues (strategy, new products, quality, organisational change, etc.)
- Can be used to examine corporate strategy (portfolio of product development, etc.) for alignment



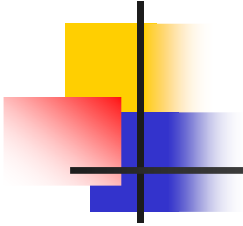
**The virtuous businessman
who does his duties
sincerely and scrupulously
will attain everlasting happiness.**

Arthashastra 1.7.3



**One does not discover new lands
without consenting to lose sight
of the shore for a very long time.**

Andre Gide



**Let him that would move the world,
first move himself.**

Socrates



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