

# THE INNOVATION RACE

## HOW TO CHANGE A CULTURE TO CHANGE THE GAME

**IF INNOVATION IS A RACE... Who wins, who loses and who gets eliminated? How is it possible to stay ahead of the game?... OR can we change the game?**

### 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?

Innovation doesn't just happen. Creative individuals need to be attracted and nurtured (the creative class), and innovation systems and processes need to be deliberately established.

Creativogenic cultures, or cultures that enhance creativity, have been found to have four major factors in common. Innovation requires acknowledging and managing the ambiguities associated with these four factors and working through the dynamic tensions they create to come up with superior solutions. By identifying innovation strengths and challenges it is possible to survive and thrive through the innovation race.

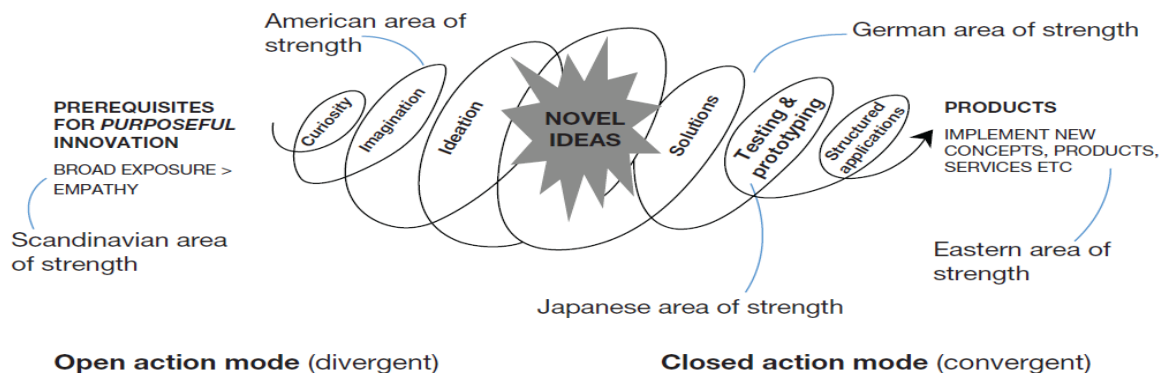
### Learn how to navigate the 4 key paradoxes

These paradoxes 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. Discover the fascinating paradoxical pairings that demonstrates important innovative principles, and learn about:

- What values need to drive innovation
- What organizational culture best supports positive values for sustainable innovation
- The value of diverse perspectives on creative thinking and innovation
- How cultural awareness can encourage empathy and increase the potential for purpose-driven innovation

This process will enable to participants to address the challenges of the innovation journey, from imagination and ideation to implementation

### Different cultural perspectives on the innovation process



### Spoiler alert: The need for sustainable, ethical & purpose driven innovation

Are we at risk of innovating for the sake of innovation? What could we be doing better? What values drive innovation, and what organizational culture best supports sustainable and purpose-driven innovation? We don't like to give away our endings, but if you think The Innovation Race is all about ruthless winning at the expense of others, think again. The title has a deliberate ambiguity built into it that challenges this contemporary metaphor and brings to the forefront of the innovation race. It emphasises the need for ethical, purposeful and sustainable innovation.

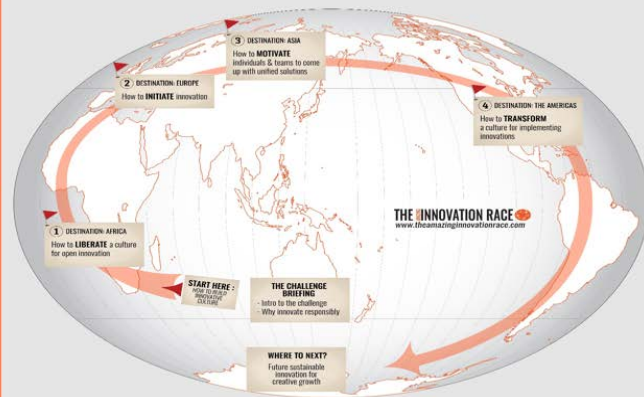


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# THE AMAZING INNOVATION RACE

## ROUTE INFO



YouTube video <https://bit.ly/2QUtXB9>



### WHICH IS MOST LIKE YOU?

- Tourist or Traveler?
- Explorer or Preserver?

### HOW CAN YOU SUCCESSFULLY NAVIGATE THE PATH?

**Paradox Theory:** Identifying potential paradoxes behind tensions that arise in complex situations in order to understand and effectively deal with the ambiguities. The key innovation paradoxes arise from the ambiguities of simultaneously addressing exploration and exploitation.

**Sensemaking:** An approach to interpreting and understanding information that arises in complex situations, such as when there are paradoxical tensions.

### ARE YOU AN AMBIDEXTROUS LEADER? DO YOU HAVE AN AMBIDEXTROUS ORGANIZATION?

The ability to cope with the pace of change while simultaneously maintaining business viability in the innovation process has been referred to as organizational ambidexterity.

## 1. How to LIBERATE a culture for open innovation

For creating a solid, long-term foundation for innovation through questioning assumptions, exploring ambiguities and sparking curiosity and imagination.

**Key Paradox:** Control vs Freedom  
**Synthesis:** Guided freedom)

## 2. How to INITIATE the innovation process through open connections for exploring diverse ideas

For enabling ideation and supporting productive ideas

**Key Paradox:** Focus vs Openness  
**Synthesis:** Targeted openness

## 3. How to MOTIVATE individuals and teams to come up with unified solutions

For pulling together diverse individual ideas and integrating them into united solutions

**Key Paradox:** Individualism vs Engagement  
**Synthesis:** Collaborative engagement

## 4. How to TRANSFORM a culture for implementing innovation

For testing and prototyping potential solutions and working through to implementation.

**Key Paradox:** Stability vs Flexibility  
**Synthesis:** Grounded flexibility



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# Paradoxical Innovation Orientations (PIOs)

these PIO's determine approaches to innovation.

[www.the-innovation-race.com/icli-survey/](http://www.the-innovation-race.com/icli-survey/)



- ABOUT YOU: Which side would you typically gravitate towards? (Current state)  
Where you should be, or where do you think you need to be? (Desired state)
- ABOUT YOUR ORGANISATION: Where do you think your organization sits? Where the organization should expect leaders to lead from, to be true to their vision, mission and values?
- FACING THE CHALLENGES: Are these positions based on conscious strategic decisions, or are they personality driven? What immediate urgent challenging innovations are being faced, and hence where might the leaders need to be leading from to achieve this? Where might the leaders need to transition to in the near future?

## The potential benefits and challenges of each area of bias

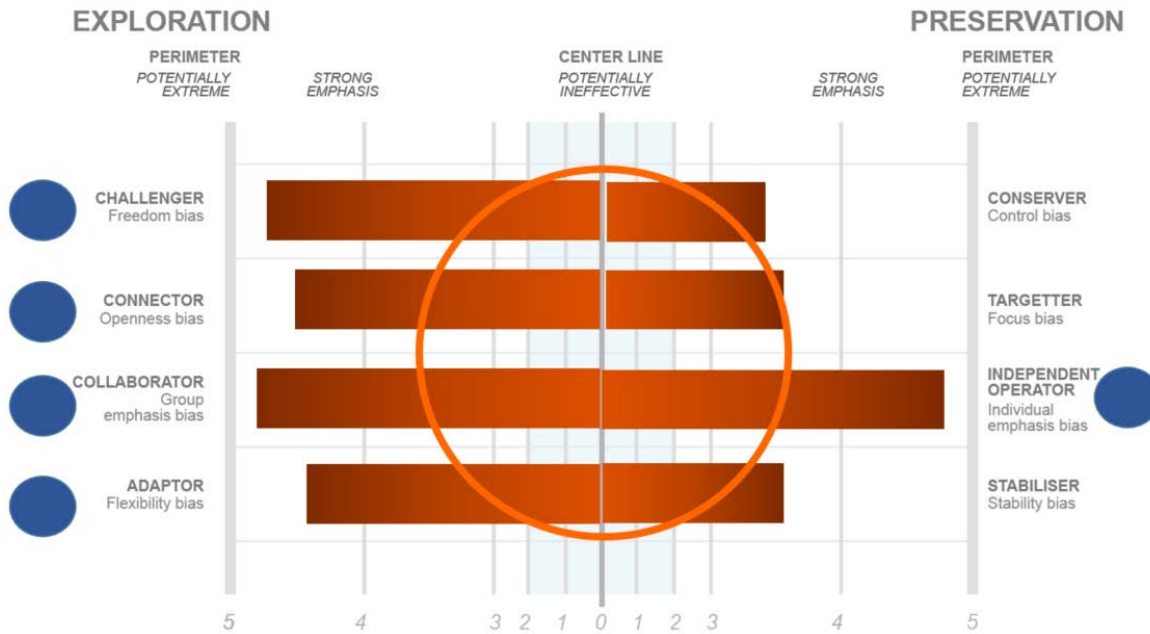
| MODE                     | PROFILE                                      | Strengths   | Challenges at extreme                                 |
|--------------------------|--|---|---|
| <b>MODE 1: LIBERATE</b>  |  |   |   |
| EXPLORATION              | <b>CHALLENGER</b><br><i>Freedom Bias</i>     | Risk taker, proactive, independent decision maker                                     | Can have no clear direction                           |
| PRESERVATION             | <b>CONSERVER</b><br><i>Control Bias</i>      | Cautious, disciplined, check details carefully, need structure                        | Can be closed to new ways of thinking                 |
| <b>MODE 2: INITIATE</b>  |  |   |   |
| EXPLORATION              | <b>CONNECTOR</b><br><i>Openness Bias</i>     | Open to new experiences, ideator, networker, tolerant of diversity, generalist        | Can become unfocused                                  |
| PRESERVATION             | <b>TARGETTER</b><br><i>Focus Bias</i>        | Clear goals, autonomous, strategic, specialist  | Can become insular                                    |
| <b>MODE 3: MOTIVATE</b>  |  |   |   |
| EXPLORATION              | <b>COLLABORATOR</b><br><i>Group bias</i>     | Collaborative, accepting, communicator, committed to team, looking for team solutions | Can be prone to groupthink                            |
| PRESERVATION             | <b>INDEPENDENT</b><br><i>Individual bias</i> | Self-driven, independent actor, determined, prefer independent solutions              | Can become disengaged and disconnected from the group |
| <b>MODE 4: TRANSFORM</b> |  |   |   |
| EXPLORATION              | <b>ADAPTOR</b><br><i>Flexibility bias</i>    | Agile, adaptable, looking for breakthrough transformational implementations           | Can have an inability to follow through               |
| PRESERVATION             | <b>STABILISER</b><br><i>Stability bias</i>   | Systematic, structured, well grounded, reliable, prefer incremental changes           | Can become stuck in ways, too rigid                   |



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**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](http://www.the-innovation-race.com)

### 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.*



# 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. Download the White Paper –

“What it means to be an ambidextrous innovation leader?”

<https://the-innovation-race.com/research/white-paper/>

## 4. Learn from thought leaders

Video interviews: [CSI](#) & [Travelers Tales](#).

## 5. Engage in our Workshops, Business Facilitation & simulations.

Try our “*CSI*” and “*Innovation Race*” workshops & simulations with your leaders and teams.

## 6. Engage us to deliver a session for you

Webinars, simulation, workshops, keynote talks, business facilitation, licencing and train the trainer all available.

## 7. Follow us on social media

And check out our [youtube](#)- to be the first to get the latest!

[www.youtube.com/user/tirianinfo](http://www.youtube.com/user/tirianinfo)

## 8. Bookmark the latest from our 3 websites

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

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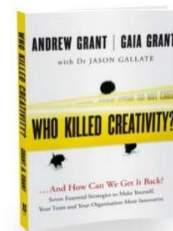


## About the books



*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?*- 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)



## About Andrew Grant / Gaia Grant



**Andrew & Gaia Grant** are a husband / 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, APEC CEO Summit, 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, where she is also a lecturer in innovation & international business. She 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 NY).



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