

Innovation Architectures

Working-Arts® helps you develop a *culture of innovation* by helping you design and implement a customized **Innovation Architecture** for any level of your organization.

Architectures provide creative yet orderly frameworks for building rich and adaptive environments. An *Innovation Architecture* identifies and defines relationships between key **Elements of Innovation** -- activities which are powerful drivers of sustained creativity -- and brings creative order to the innovation process.

The key *Elements of Innovation* are described below. While not every element may be needed for every innovation, much innovation potential is squandered in environments which focus only on the default elements of *Evaluation* and *Execution*, and give little focus to powerful elements such as *Sources*, *Infrastructure*, *Invitation*, and *Celebration*.

Sources. This element draws out the inherent sources of creativity that are present in the workplace, and directs them to effective use. These sources include: individual and organizational essence; problems and conflicts, and the creative tensions they contain; and six key dimensions of human activity.

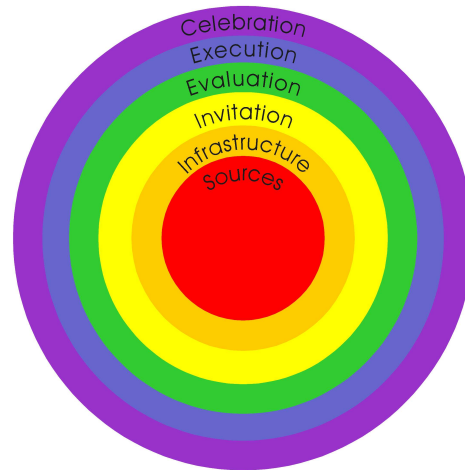
Infrastructure. This element provides explicit space, time and resources to the creative process. This include creative practices and play-spaces; time and tolerance for non-production experimentation; and sharing knowledge and perspectives across different areas of expertise.

Invitation. This element actively invites and hears out ideas and experiments, and offers constructive and non-evaluative feedback.

Evaluation. This element is most effective when delayed until the time is right. When an idea is ripe, its place and usefulness is evaluated based on a multi-dimensional set of criteria.

Execution. Assumed to be key to any

An Innovation Architecture



innovative product or service creation, this element is most effective if it too includes creative practices in its key phases -- from team-formation and task-assignment, to process refinement, to marketing and sales-team inspiration.

Celebration. When most effective, this element includes all layers and all players of the creative process. It includes celebration of the ultimate successes as well as of the ideas, experiments, lessons and contributors along the way.

One relational organization for the **Elements of Innovation** is shown in the circular diagram above. This layered architecture underscores how the “outer” elements are supported, informed, influenced and changed by the “inner” elements.

Your own **Innovation Architecture** will organize and reflect the creative structures and practices in your organization, and build a powerful framework upon which to expand and manage these key innovation elements.