

Innovation in practice

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In-no-va-tion

- (1) The introduction of something new.
- (2) A new idea, method or device: novelty.

Stage 1 - Individual

- **Strengths**
 - Intimate knowledge of the individual process.
 - Driving force to make things easier.
 - Easy to motivate.
- **Weaknesses**
 - Failure to consider the 'whole'.
 - Lack of breadth of knowledge.
 - Insufficient tools to make right choices.
 - Cultural pressures in societies often stifle creativity.

Business response

- Ensure solutions implemented are not contra-indicated by rest of business processes.
- Increase training in QC systems and broaden knowledge base.
- Limit implementation of new processes/ improvements unless vetted by appropriately trained personnel.

Examples

- Spaghetti ladle
- Side loading press

Stage 2 – Team process

- Strengths

- Combined knowledge increase breadth of understanding.
- Focus on problem.

- Weaknesses

- Team can focus on limited scope and not understanding of complete process for business.
- Group think.

Business response

- Ensure problems are correctly identified and put in context.
- Team training for effective responses.
- Validation process for problem solutions.
- Ensure reward systems are based on team contributions.

Examples

- Burr busters

Stage 3 – Team plant

■ Strengths

- Depth of understanding of problems to be resolved.
- Focused resources.
- Problems clearly enunciated.

■ Weaknesses

- Group think.
- Focus misses strategic imperatives.
- No external validation of problem solving.

Business response

- Make sure the strategic imperative of the business is understood – not just of the division.
- Ensure training is conducted at all levels of the organisation.

Examples

- Fleck counts
- Burr counts

Stage 4 – Team business

- **Strengths**

- Focus is on strategic drivers for the business.
- Maximise internal and external skill sets for optimal problem solutions.

- **Weaknesses**

- Group think.
- Incorrect strategy leads to wasted resources.
- Failure to recognise discontinuities.

Business response

- Maximise strategic information to identify areas for innovation.
- Revolve teams through issues to ensure optimal member selection for specific problems.
- Involve outside advice sources to ensure reality checks are applied and group think is eliminated.