Pursuing Innovation: Barriers & Mindsets

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Poll

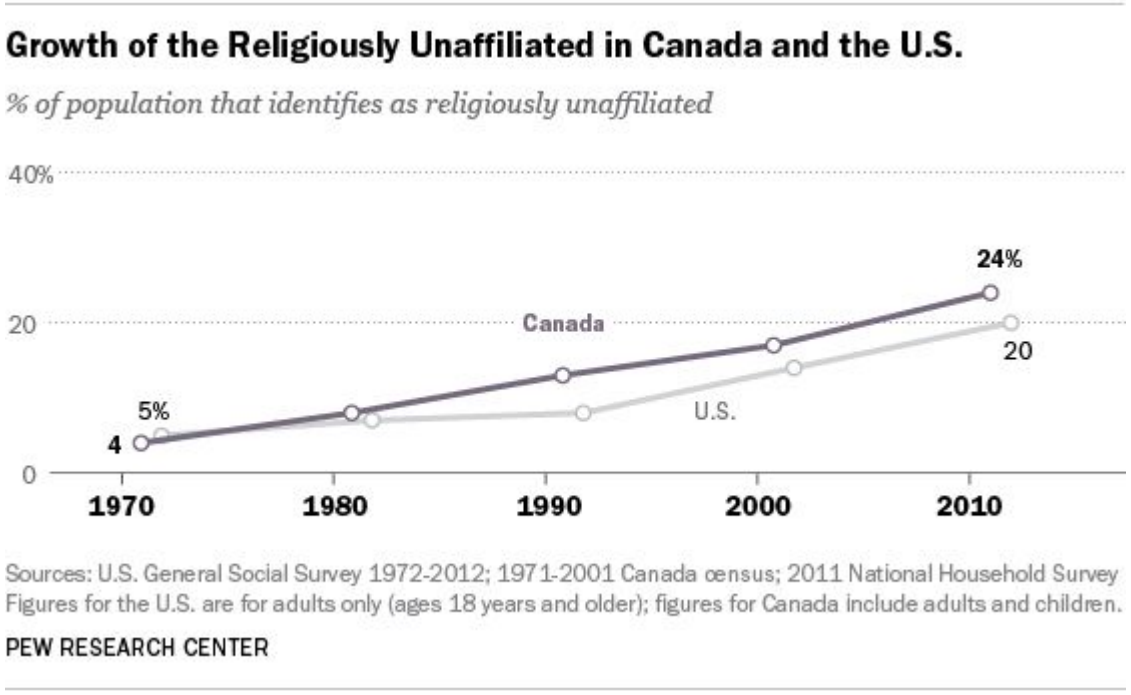
Which best describes your response to the idea of innovation?

1. Excitement
2. Curiosity/Interest
3. Uncertainty
4. Resignation
5. Apprehension
6. Panic

Why Innovation?

"The fact that our current approach to ministry has been failing at almost every level for decades now doesn't seem to bother us nearly as much as it should."
–Carey Nieuwhof

"Contrast this to the ministry of Jesus and the first century church. Innovation fills the pages of the New Teastment…Much of our message and how we deliver that message was designed for modernity. We now live in a postmodern world. We face a crisis of innovation."
–Ted Esler, A Crisis of Innovation



Why Innovation?

Did you know you are called by God to be creative? If so, how are you answering that call? We are made in the image of God. As such, a call to creativity is placed on our lives because we bear the creative characteristics of God. We are made to use our God-given creativity to cultivate the potential of the creation around us. God created the world out of nothing, and we are called to create something out of that which exists. God is the creator, and we are sub-creators, the term preferred by Francis Schaefer and J. R. R. Tolkien. Answering the call to creativity requires a shift in the way we view the gospel and our role in transforming culture.
–Dr. Art Lindsley

Innovation in Church Leadership

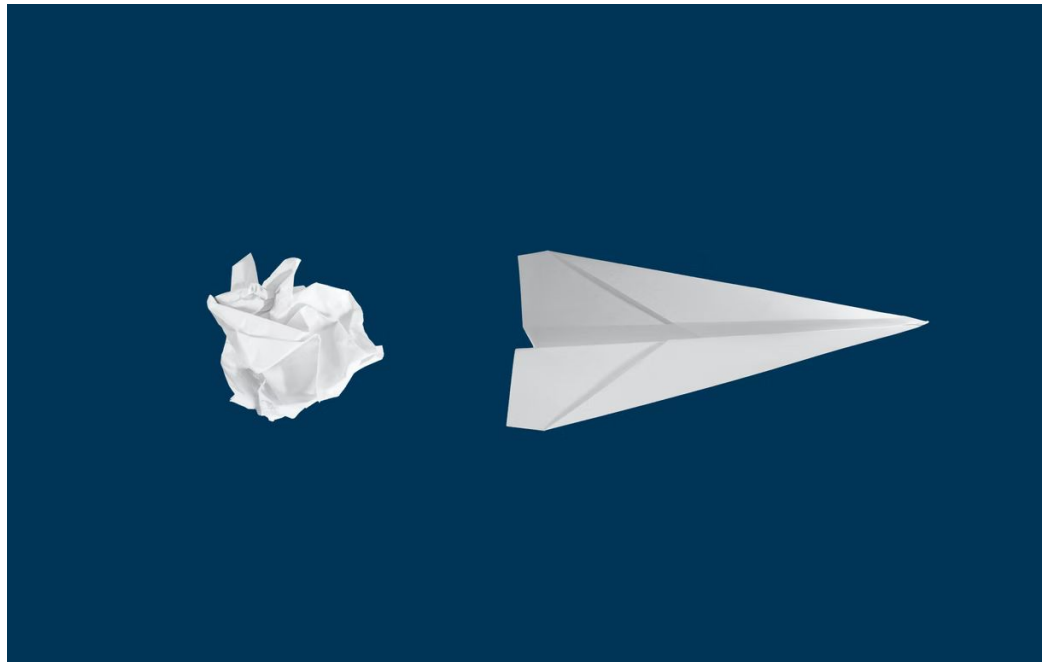
"Research shows that less than 4% of the innovation projects undertaken by businesses are proven successful; the remaining 96% fail." –Doblin Inc.

What factors lead to failure of innovation in church contexts?

1. Inaccurate or incomplete assumptions about the problem (asking the wrong questions)
2. Implementation of solution based on expert knowledge and/or past models, rather than *current context*, entire "system," and participant experience
3. Significant investment into launch of new program or process without pilot test (prototype) to see if it will work, what needs to be adjusted, etc.

Vijay Kumar's Principles of Innovation

1. Build Innovations Around Experience
2. Think of Innovations in Systems
3. Cultivate an Innovative Culture
4. Adopt a Disciplined Innovation Process



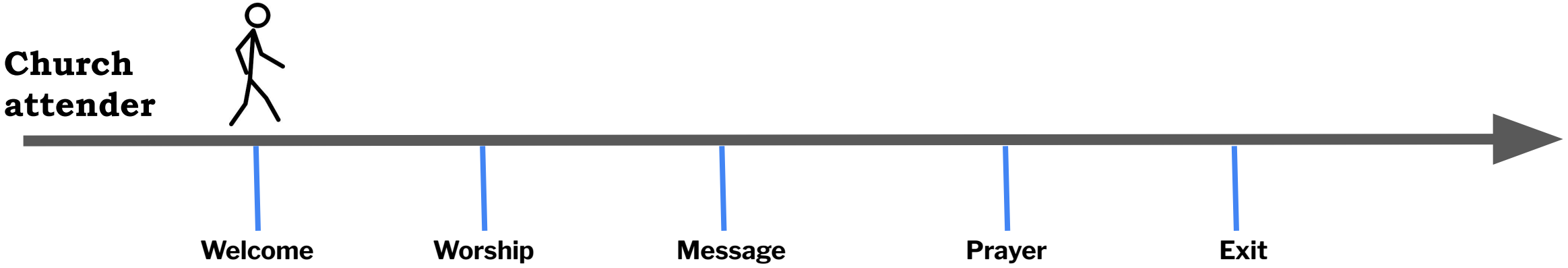
Source: Kumar, Vijay. *101 design methods: A structured approach for driving innovation in your organization*. John Wiley & Sons, 2012.

1: Build Innovations Around Experience

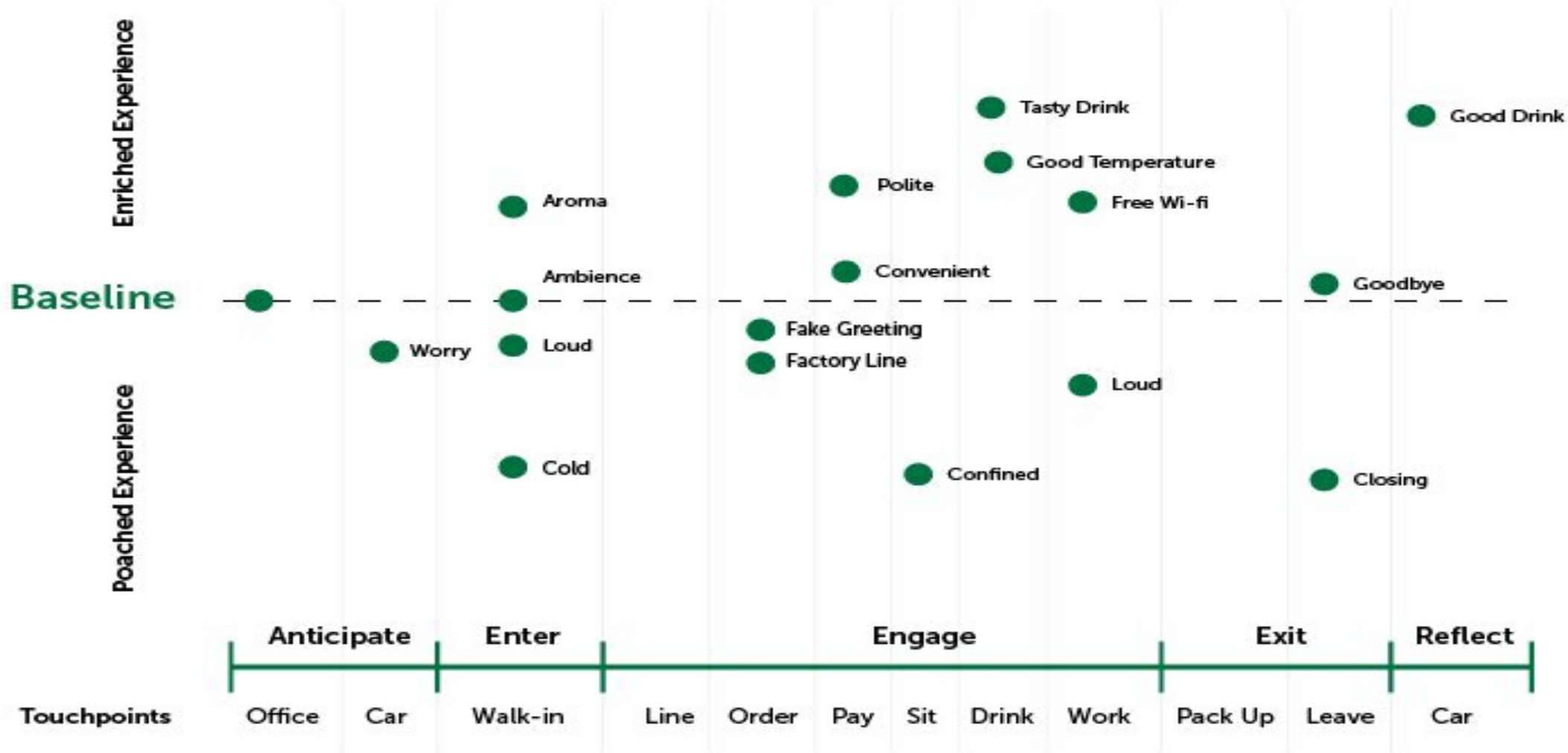
1. Don’t focus on the process, program, message, product
2. *Understand the user:* What are their behaviors, activities, needs, barriers, motivations, desires?
3. *Collect data* that provides a deep understanding of the user(s) and their experience (observations, focus groups, interviews, etc.).
4. *Analyze the situation / problem*: what is unexpected, new, understood?

Tool: Create a Journey Map

1. Interview a few “users” (leaders, church attenders, youth, etc.) to ask about their experience from beginning to end.
2. Develop a **journey map** that displays the steps in the user process.
3. After interviewing several, chart out the emotions they experience on the map, pinpointing areas of challenge or difficulty to be addressed.



STARBUCKS®
Customer Journey Map



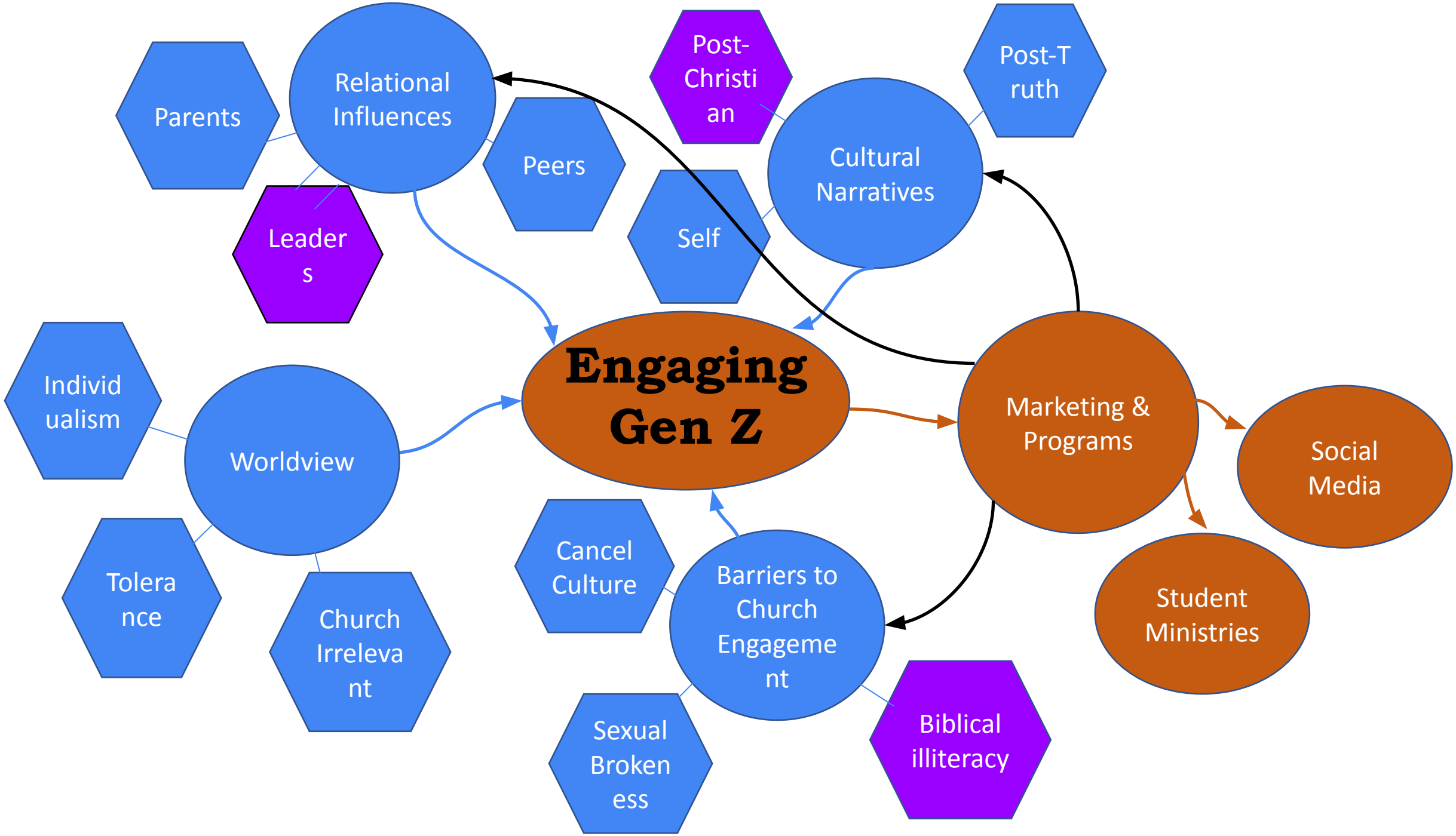
2: Think of Innovations as Systems

1. Identify the ***interconnected components*** surrounding a need, their characteristics and relationships
2. Understanding the system allows for a ***wholistic response*** to the user experience (i.e. Amazon; onboarding new candidates)

Ideas for Understanding Systems

1. Popular Media Search (ie. college student programs)
2. Analogous Models (ie. similar models for inspiration)
3. Eras Map (chart history of efforts/ministries)
4. SWOT Analysis
5. Interest/Focus Groups
6. Subject Matter Experts Interview

Source: Kumar, Vijay. *101 design methods: A structured approach for driving innovation in your organization*. John Wiley & Sons, 2012.


Parents
Relational Influences
Post-Christian
Post-Truth
Peers
Cultural Narratives
Leaders
Self
Individualism
Engaging Gen Z
Worldview
Marketing & Programs
Social Media
Tolerance
Church Irrelevant
Cancel Culture
Barriers to Church Engagement
Student Ministries
Sexual Brokenness
Biblical illiteracy

3: Create an Innovative Culture

Individual:

1. Build creative capacity.

Team:

1. Know your team members' creative contribution.
2. Intentionally celebrate creativity.
3. Cultivate psychological safety.

Five Mindsets to Build Creative Capacity

1. Get curious (+ ask open-ended questions).
2. Reframe problems (+ recognize your biases).
3. Let go of fear (+ embrace your strengths).
4. Collaborate continuously (+ be willing to ask for help).
5. Experiment frequently (+ embrace failure).

Burnett, W., & Evans, D. J. (2016). *Designing your life: How to build a well-lived, joyful life*. Knopf.

Five Disciplines to Practice Creativity

1. Have a dedicated *"creative inspiration"* time.
2. Organize a *creative support network*.
3. *Keep a journal* to document questions and ideas.
4. Informally *interview people* to learn insights.
5. *Practice coaching* to encourage curiosity + problem-solving.
    - "How might we improve … ?"
    - "What have you tried before…?"

Kelley, T., & Kelley, D. (2013). *Creative confidence: Unleashing the creative potential within us all*. Currency.

Team: Recognize Diverse Strengths

1. **MBTI**: Map out 16 personality types using www.16personalities.com (free!)

2. **Clifton Strengths Finder**
   https://store.gallup.com/p/en-us/10108/top-5-cliftonstrengths
   Learn who is an expert in strategic thinking, execution, influencing, and relationships.

3. **Creative personality type:** www.mycreativetype.com (free!)

4. **IPSAT (Identity Profile Self-Awareness Tool)** www.myipsat.com
   Comprehensive self-assessment with individual development plan

Team: Celebrate Innovation

1. Design a “creativity forum” (meeting time, chalkboard, online group, etc.)
2. Build “*failure resumes*.” Document learning: what worked & didn’t?
3. Use language intentionally
    - We learned a lot from that experience. Let’s try something else.
    - How might we … ?
    - What have you tried lately? How is it working?
    - _____, we need your analytical strengths here… help us see how …

Team: Cultivate Psychological Safety

> *Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes."*

Amy Edmondson
Harvard Business School Professor

HARVARD BUSINESS SCHOOL

Edmondson, A. C. (2002). *Managing the risk of learning: Psychological safety in work teams* (pp. 255-275). Cambridge, MA: Division of Research, Harvard Business School.

Conditions for Psychological Safety

Admit mistakes
(risk: incompetence)

Give critical feedback
(risk: negativity)

Learning & Innovation

Ask questions
(risk: ignorance)

Seek feedback
(risk: intrusion)

Edmondson, A. C. (2002). *Managing the risk of learning: Psychological safety in work teams* (pp. 255-275). Cambridge, MA: Division of Research, Harvard Business School.

Conditions for Psychological Safety

- If you make a mistake on this team, it's not held against you.
- Members of this team can bring up problems.
- People on this team never reject others for being different.
- It is safe to take a risk on this team.
- It is easy to ask others for help on this team.
- No one on this team would deliberately undermine my efforts.
- My unique skills and talents are valued and utilized on this team.

Edmondson, A. C. (2002). *Managing the risk of learning: Psychological safety in work teams* (pp. 255-275). Cambridge, MA: Division of Research, Harvard Business School.

4: Adopt a Disciplined Innovation Process

1. Innovation needs to be intentional and effectively managed.

2. A systematic approach to innovation supports:
   a. healthy change
   b. continuous learning
   c. individual and team development
   d. member care

4: Adopt a Disciplined Innovation Process

Several frameworks provide a roadmap for the design process:

a. *Seven Modes* of the Design Thinking Process
b. *Liedtka's Four Phases* + Design Toolkit for Managers
c. *Five Step Process* from Design @ Stanford*

Can be used as a cohesive process, or specific steps can be applied as relevant.

Discussion Questions

1. What is your *current attitude* towards change and innovation? The attitude of the church?
2. What strategies have you seen help to increase psychological safety?
3. What tools do you (or could you) use to learn each team member's strengths / creativity types?
4. What is one step you want to implement to *build your creative capacity?*

Design Thinking: A Process for Innovation

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Definition of Design Thinking

"Design thinking is generally defined as an **analytic** and **creative** process that engages a person in opportunities to *experiment*, **create**, and prototype models, *gather feedback* and **redesign**" (Razzouk & Shute, 2012, p. 330).

Razzouk, R., & Shute, V. (2012). What is design thinking and why is it important?. *Review of educational research*, *82*(3), 330-348.

Benefits of Design Thinking

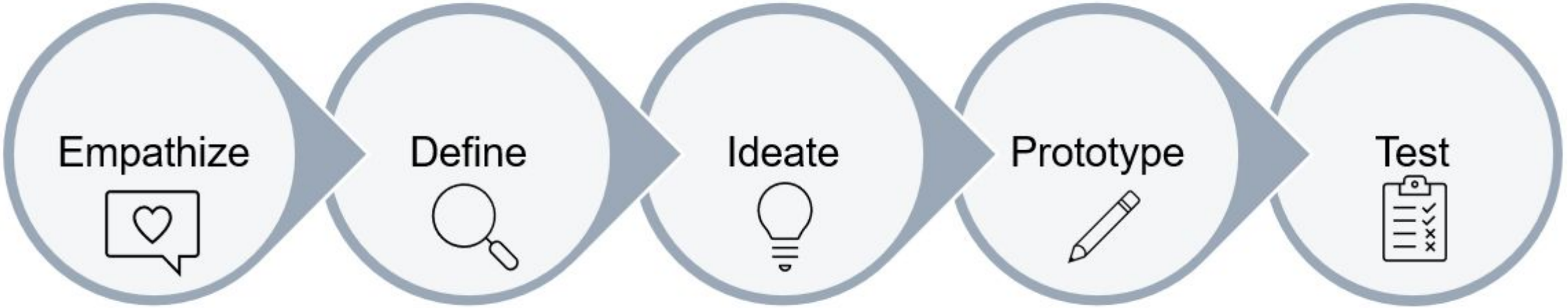
1. Engages multiple stakeholders in solutions
2. Creates user-centered solutions
3. Promotes creativity and critical thinking skills

Characteristics of Design Thinkers

- Responsive to human needs
- Ability to engage in visual thinking and storytelling
- Considerate of multiple solutions
- Aware of systemic problems / solutions
- Skilled at teamwork
- Flexibility to postpone decisions (in order to identify best possible choices)

Razzouk, R., & Shute, V. (2012). What is design thinking and why is it important?. *Review of educational research*, *82*(3), 330-348

Five Stage Process



Source: Hasso-Plattner Institute of Design at Stanford (d.school)
https://www.interaction-design.org/literature/article/5-stages-in-the-design-thinking-process

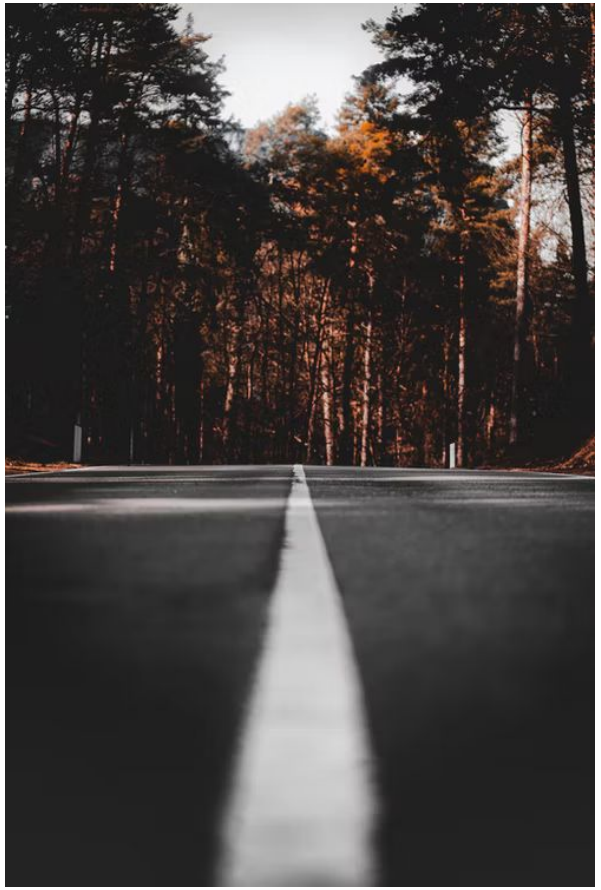
Identifying a Design Thinking Challenge

1. Is the problem human-centered?
2. How *clearly* do you understand the problem?
3. What's the level of *uncertainty*?
4. What's the degree of *complexity*?
5. What *data* is available to you?
6. What's your level of *curiosity & influence*?

Liedtka, J., & Ogilvie, T. (2019). *The designing for growth field book: A step-by-step project guide*. Columbia University Press. (p. 8-9).

Linear Problems

1. Staff are not educated about how to use technology.
2. There are not consistent follow-up processes for new attendees.
3. The youth group does not have a place to meet.



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Examples of Wicked Problems

1. How should churches adapt programming in response to recent phenomena (ie. COVID, racial injustice, etc.)? What does effective agility look like in a changing context?
2. How can ministries respond to decreased number of volunteers? What adjustments need to be made to maintain effective ministry?

Examples of Wicked Problems

As things begin opening up, how do churches/ministries move from a place of 'new normal' (lower attendance, a new core, new identity as a church community) to sustainability and fruitfulness?

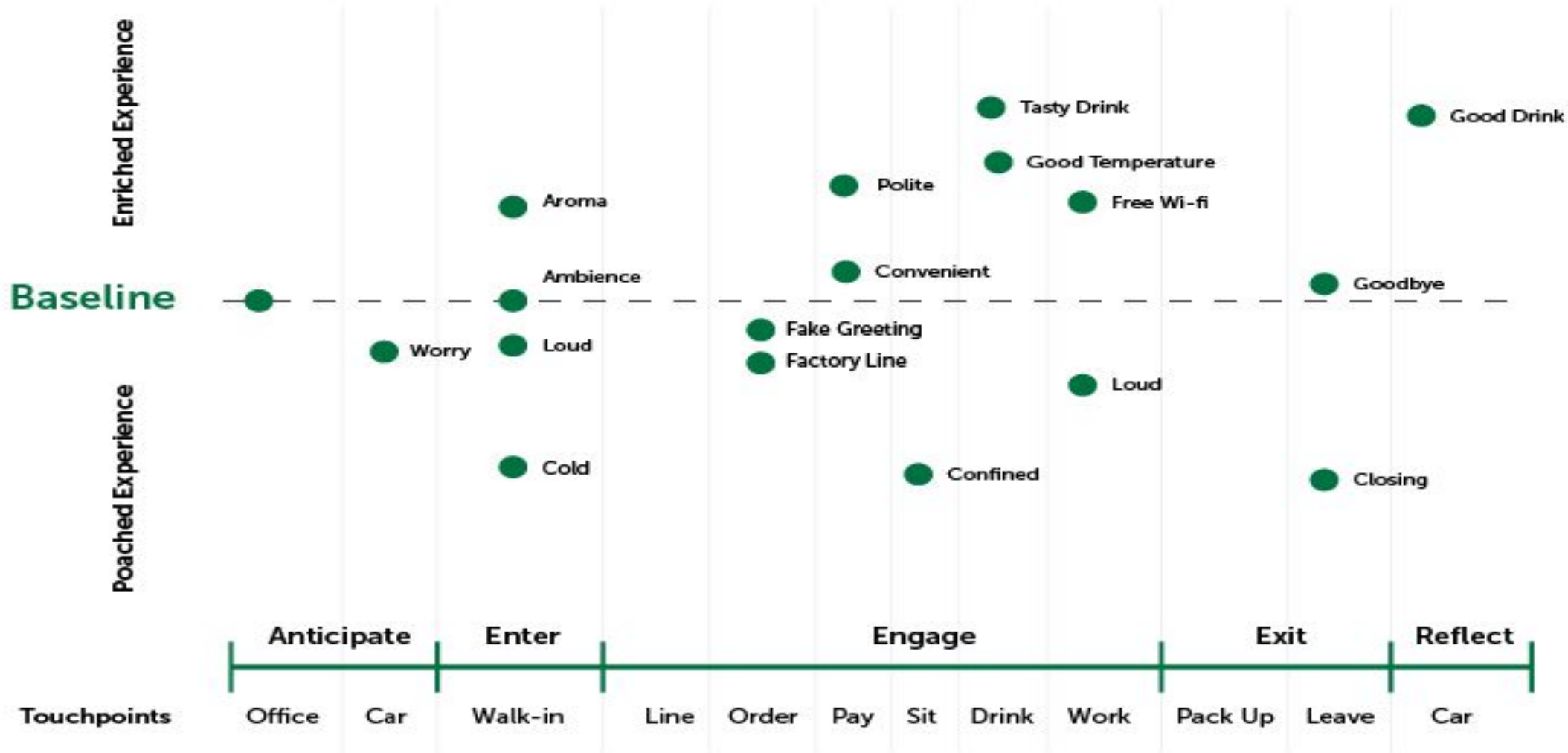
“The main tenet of design thinking is empathy for the people you’re trying to design for. Leadership is exactly the same thing – building empathy for the people that you’re entrusted to help.”

– David Kelley, Founder of IDEO

Step 1: Empathize

1. Set aside your own assumptions.
2. Interview/ survey “users” to learn their perspectives.
3. Observe experiences, events, etc.
4. Understand the challenges that participants identify.

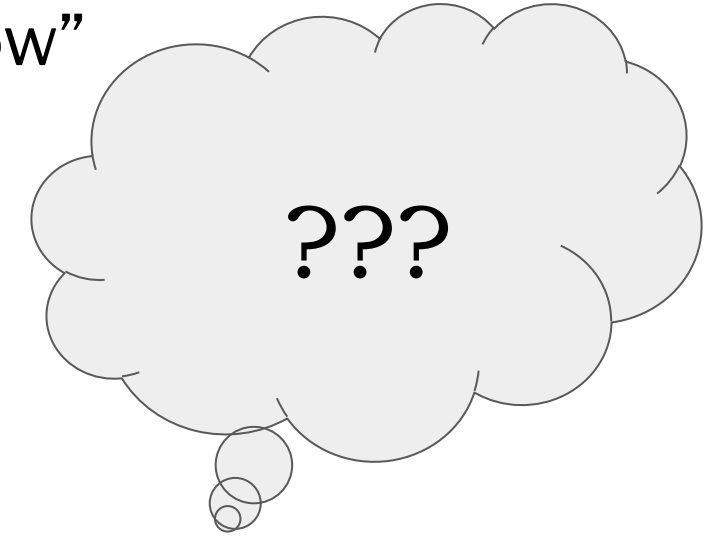
STARBUCKS®
Customer Journey Map



Practice: Ask Open-Ended Questions

Closed question: Have you done this before? (yes/no)

Open-ended question: Start your question with “how” or “what”



1. What kinds of challenges are you experiencing?
2. What happened when you did this before?
3. Tell me more about …

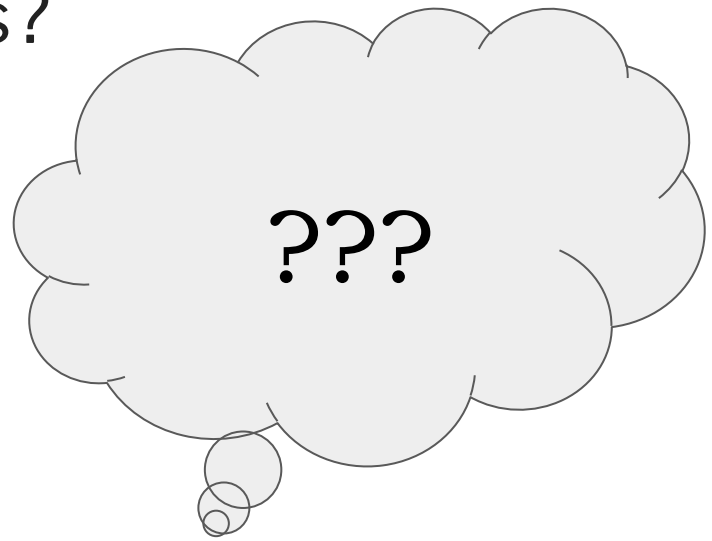
Avoid leading questions that hold assumptions:

1. How well did our church service meet your needs?
2. Most people are okay working on the weekends.
   How do you feel?

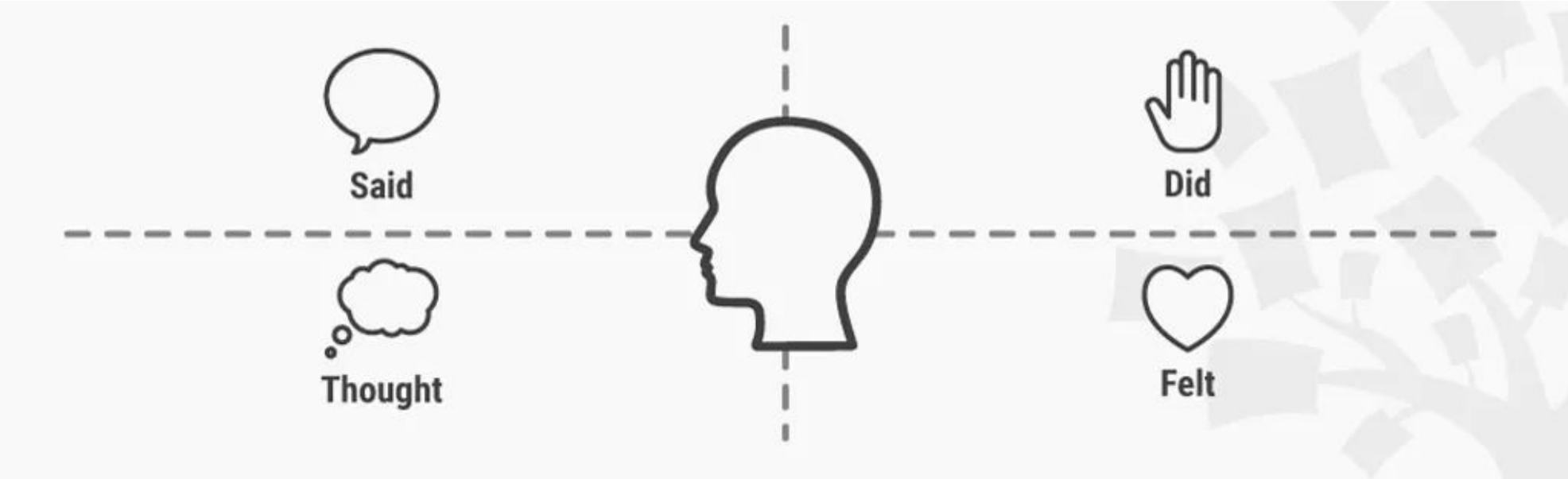
Practice: Ask Open-Ended Questions

As things begin opening up, how do churches/ministries move from a place of 'new normal' (lower attendance, a new core, new identity as a church community) to sustainability and fruitfulness?

1. What was it like to … ?
2. What do you feel is … ?
3. What has been most … ?



Practice: Create an Empathy Map



What are the user's needs?
What are your insights?

https://www.interaction-design.org/literature/article/empathy-map-why-and-how-to-use-it

Step 2: Define

1. Analyze insights from “empathy” phase.
2. Create a problem statement from *a user’s perspective* = [user + need + insight].
   a. Our *youth* need events that are *relevant, fun,* and *social* in order to feel *motivated* and *supported* to attend church.
3. This should be *manageable but not too specific.*

Step 2: Define

Think of an example problem statement in response to this challenge that presents:

[a user's perspective + their need + your insight].

As things begin opening up, how do churches/ministries move from a place of 'new normal' (lower attendance, a new core, new identity as a church community) to sustainability and fruitfulness?

Step 3: Ideate

1. Begin with a *"how might we … ?"* question to guide the process of coming up with ideas.
   a. "How might we … design *relevant, fun, and social events* that help to *motivate and engage* our youth to attend church?"
2. Use *ideation tools* to encourage brainstorming.
3. Come up with *as many ideas as possible*.

Set Ground Rules for Brainstorming

1. Start with a clear problem statement and “how might we…?” question.
2. Have a dedicated time and space.
3. Prepare specific brainstorming strategies.
4. Create ground rules that encourage psychological safety:
    - *Withhold judgment.*
    - *No idea is a bad idea.*
    - *Document every idea.*
    - *Build on the ideas of others.*

Liedtka, J., & Ogilvie, T. (2019). *The designing for growth field book: A step-by-step project guide*. Columbia University Press.

Brainwriting

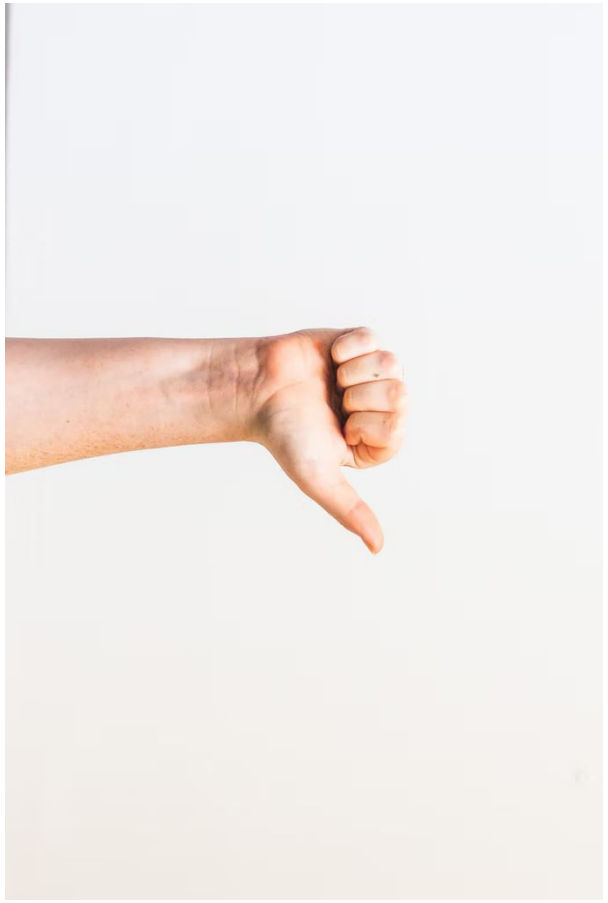
1. Ask “How could we improve _____?”
2. Invite each person to write down at least 3 ideas in 3 minutes.
3. Ask each person to read their ideas while one person writes them on the Zoom whiteboard (round robin style).
4. *Repeat the process to get more ideas.*

Brainwalking

1. Ask “How could we improve _____?”
2. Have team members post their ideas around the room (or to a google doc if meeting virtually)
3. Everyone walks around the room (or google doc) and adds to the ideas of others.

Worst Idea: Brainstorm in Teams

1. Choose a specific focus “How could we improve _____ (church attendance, volunteer experience, etc.)?”
2. As a group, make a list of 10 (or more) *intentionally bad ideas*. ***The worse, the better.***
3. Use your bad ideas for inspiration and try to “flip” each one into a better idea.
4. Consider if any of your bad ideas are actually good ideas.



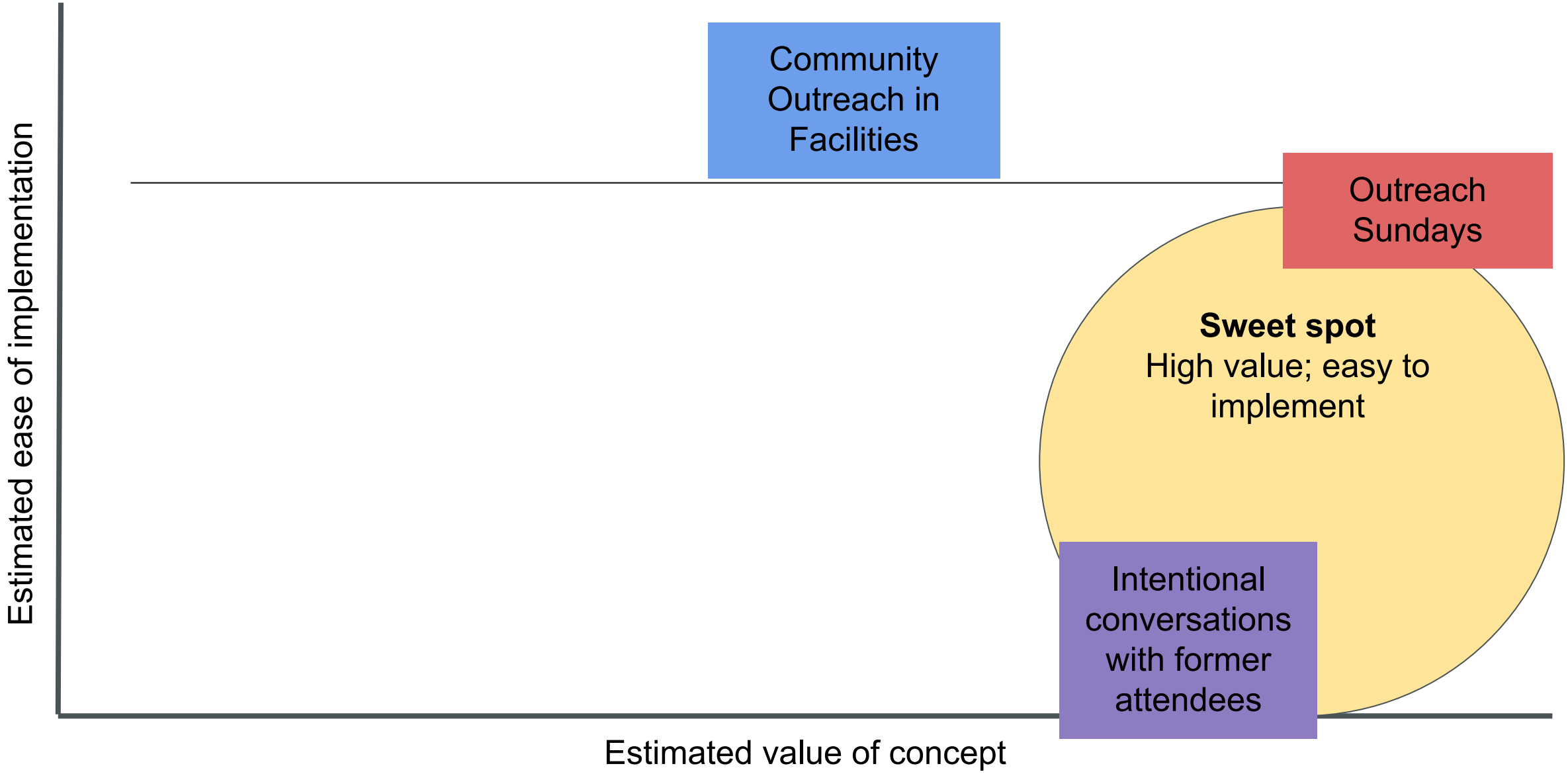
Poll

Which best describes your experience with generating ideas/brainstorming?:

1. Energizing
2. Exciting
3. Interesting
4. Boring
5. Overwhelming
6. Terrifying

Step 4: Prototype

1. Create prototypes of a few different solutions to determine which is the best option.
2. Determine which option is best to prototype?
    a. Value - ease grid tool


Community Outreach in Facilities
Outreach Sundays
Sweet spot
High value; easy to implement
Intentional conversations with former attendees
Estimated ease of implementation
Estimated value of concept

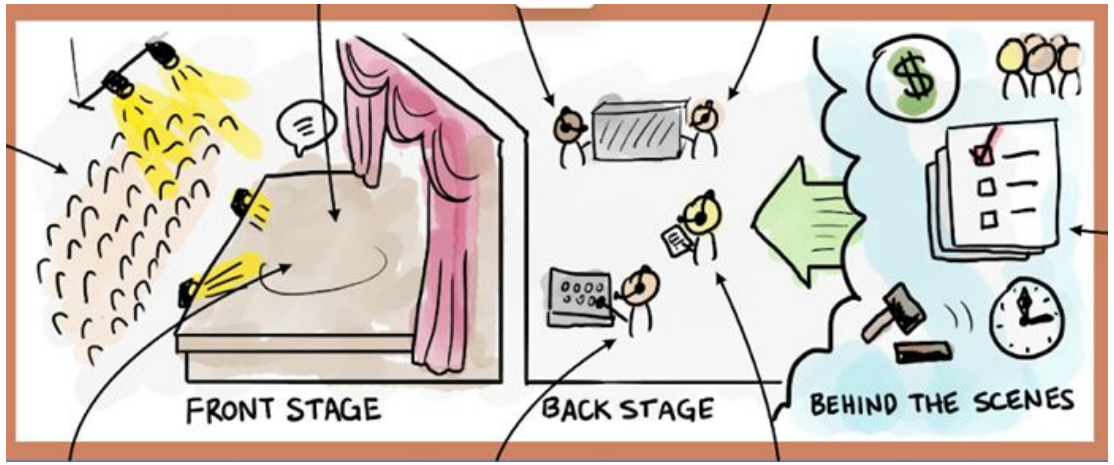
Visual Thinking 101

"...Conjuring up visual depictions of customers and their experiences makes them human and real. Visualization makes ideas tangible and concrete, often sweeping away ambiguity with the stroke of a pencil" (Liedtka & Oglivie, 2013, p. 49)

Liedtka, J., & Ogilvie, T. (2011). *Designing for growth: A design thinking tool kit for managers*. Columbia University Press.

Storytelling 101

"Like visual images, stories allow you to access emotion and emphasize experiences. They make ideas concrete, tangible, and personal. They add the richness of context and allow you to 'sell' a problem as well as its solution to those who must give it the green light" (Liedtka & Ogilivie, 2013, p. 58)



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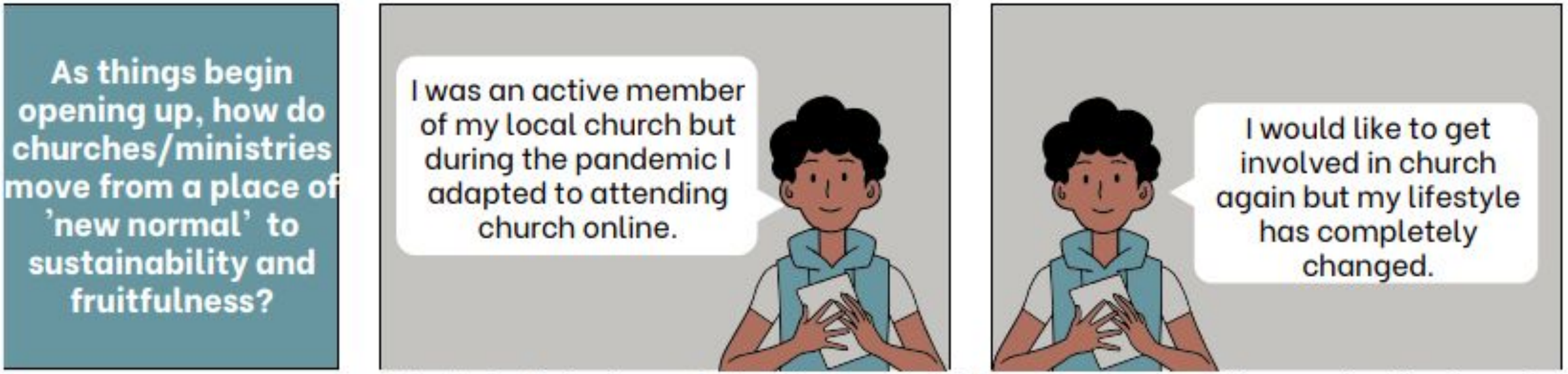
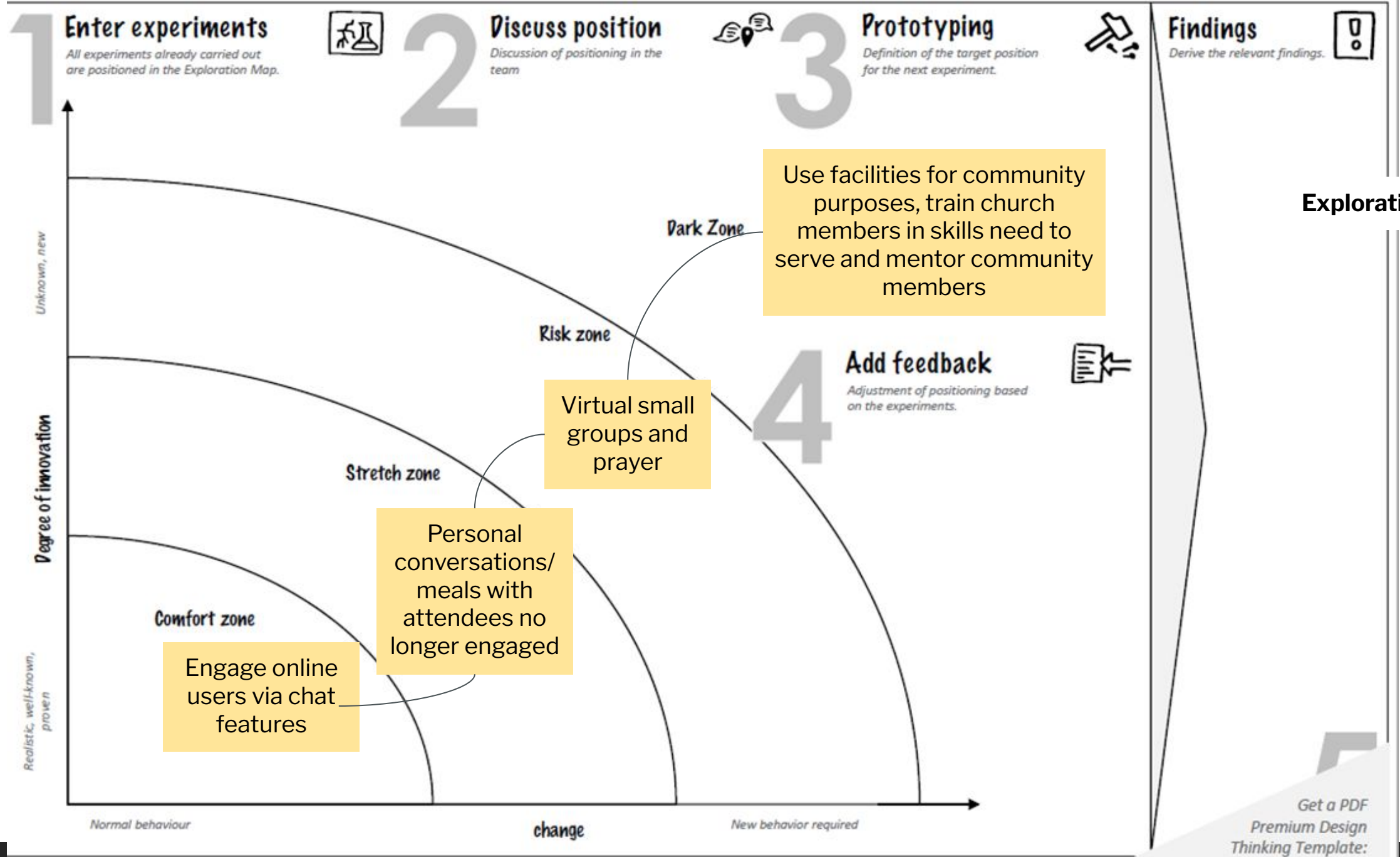
Example Prototype: *Solution Storyboard*



Meet John. During the pandemic, John discovered that he can enjoy many of the same benefits of engaging with churches virtually without the expense and inconvenience of travel.

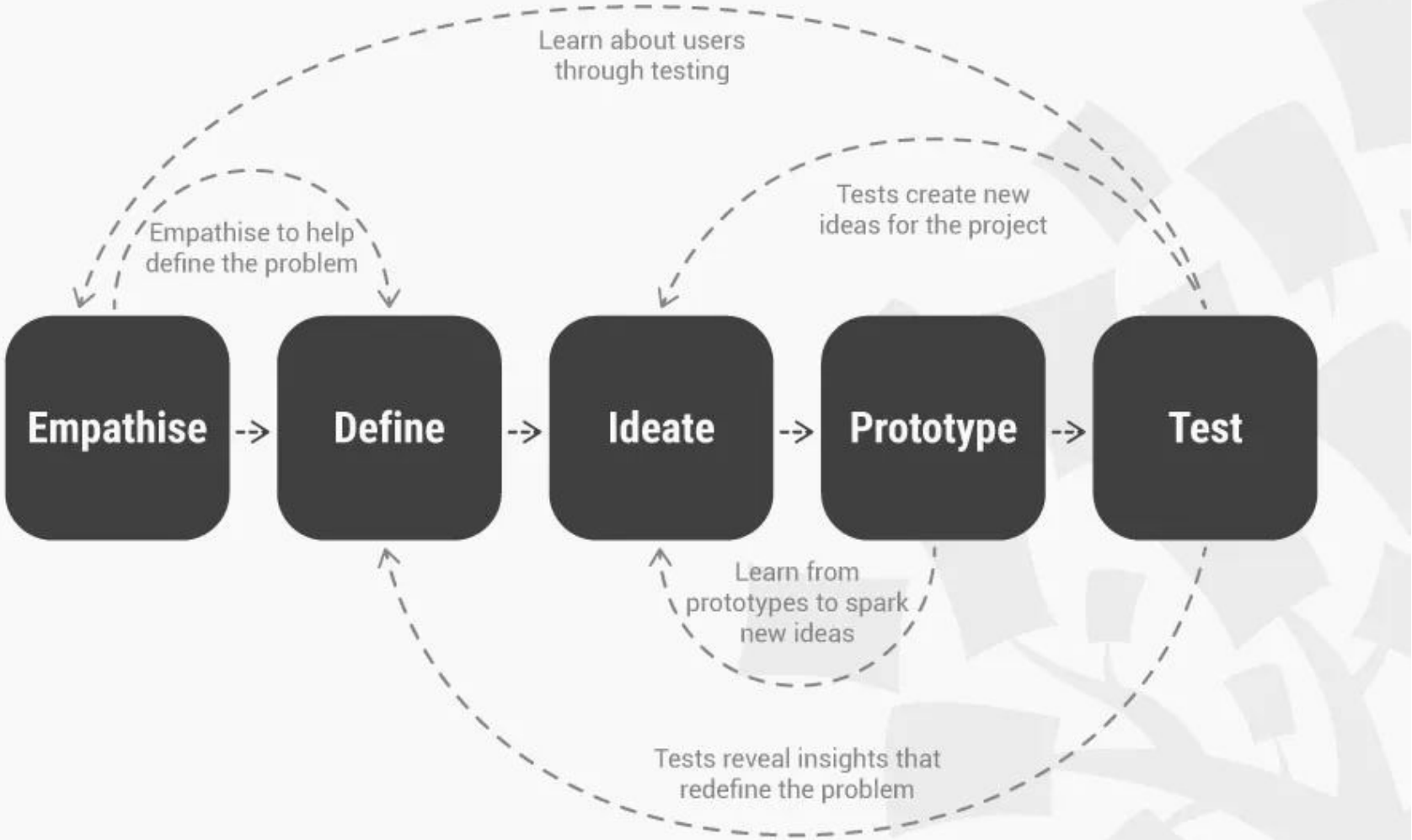
Exploration Map



Step 5: Test

- Get user feedback: how does concept this work?
- Although this is the “final” stage, the results generated during the testing phase are often used to *inform earlier steps in the process*
- A test should help to:
  - reveal insights that help you to better understand the user or the problem
  - create new ideas to prototype and test

DESIGN THINKING: A NON-LINEAR PROCESS



Testing Sheet

Description of the test scenario:

Where and how is it tested?

1

Description of the test criteria:

What are the criteria for the test?

Procedure:

Description of the process

Roles:

Description of role distribution

Questions:

What key questions should be asked?

Test results:

Documentation of the test, ideally documented with photos or short videos

2

Learnings:

Summary of findings and conclusions

3

I like ...

Things you like or find remarkable.

I wish ...

Things that need to be changed or improved. (constructive criticism)

Questions

questions that have arisen

Ideas ...

Ideas that have arisen from the experience or presentation

1 / 1

THE DESIGN THINKING TOOLBOX

Get a PDF Premium Design Thinking Template:

WWW.DT-TOOLBOOK.COM/SHOP

Final Takeaways / Q&A

Wrap-Up Discussion

1. Which of the phases of design thinking are you already doing?
2. Which of the design thinking steps would you most like to try?
3. What are some of the specific barriers that you would face in implementing innovation?
4. What could you do to overcome those barriers?

Thank you!

If you are interested in a *follow-up coaching group* to actively work on developing innovative practices in a collaborative group experience, with additional feedback and resources, please contact us-

bethany@theleadershipcoachinglab.com

jolene@leadingtomorrow.org

Further Resources

Brown, T., & Katz, B. (2019). *Change by design: How design thinking transforms organizations and inspires innovation* (Vol. 20091). New York, NY: HarperBusiness.

Dunne, D. (2019). *Design thinking at work: How innovative organizations are embracing design.*. University of Toronto Press.

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Liedtka, J., Salzman, R., & Azer, D. (2018). *Design thinking for the greater good*. Columbia University Press

Websites:
https://www.ideo.org/tools
www.mycreativetype.com