

# Building a Culture of Innovation

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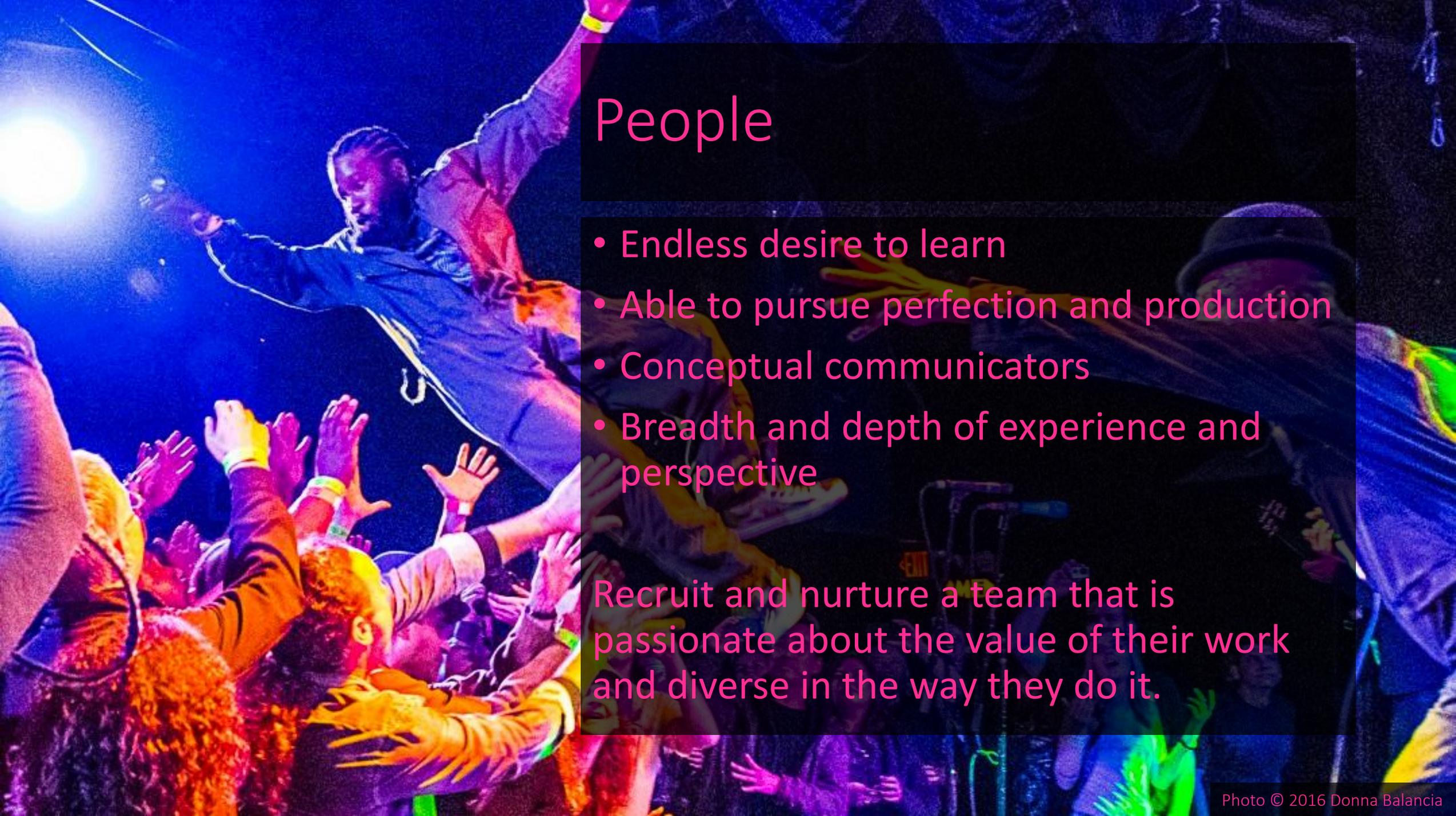


# The Elements of Culture

- People
- Methods
- Focus
- Opportunity

All four of these elements must be purposefully managed in order for the culture to be sustainable.





# People

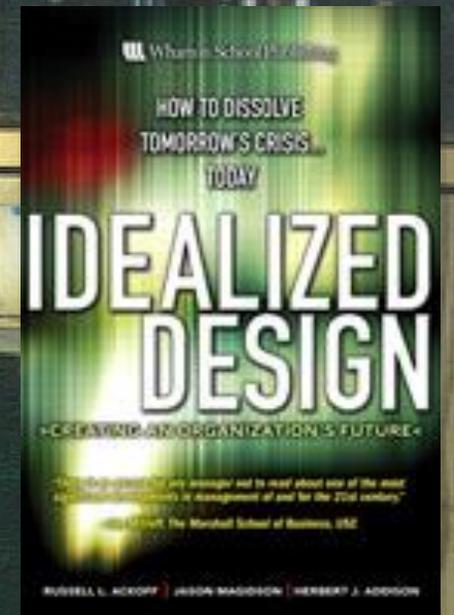
- Endless desire to learn
- Able to pursue perfection and production
- Conceptual communicators
- Breadth and depth of experience and perspective

Recruit and nurture a team that is passionate about the value of their work and diverse in the way they do it.

# Methods

- Understand the ecosystem
- Focus on the interactions
- Imagine the ideal state and “work backwards”
- Aim for a fourth-order outcome

Idealized Design enables the team to solve systemic problems in manageable segments





# Focus

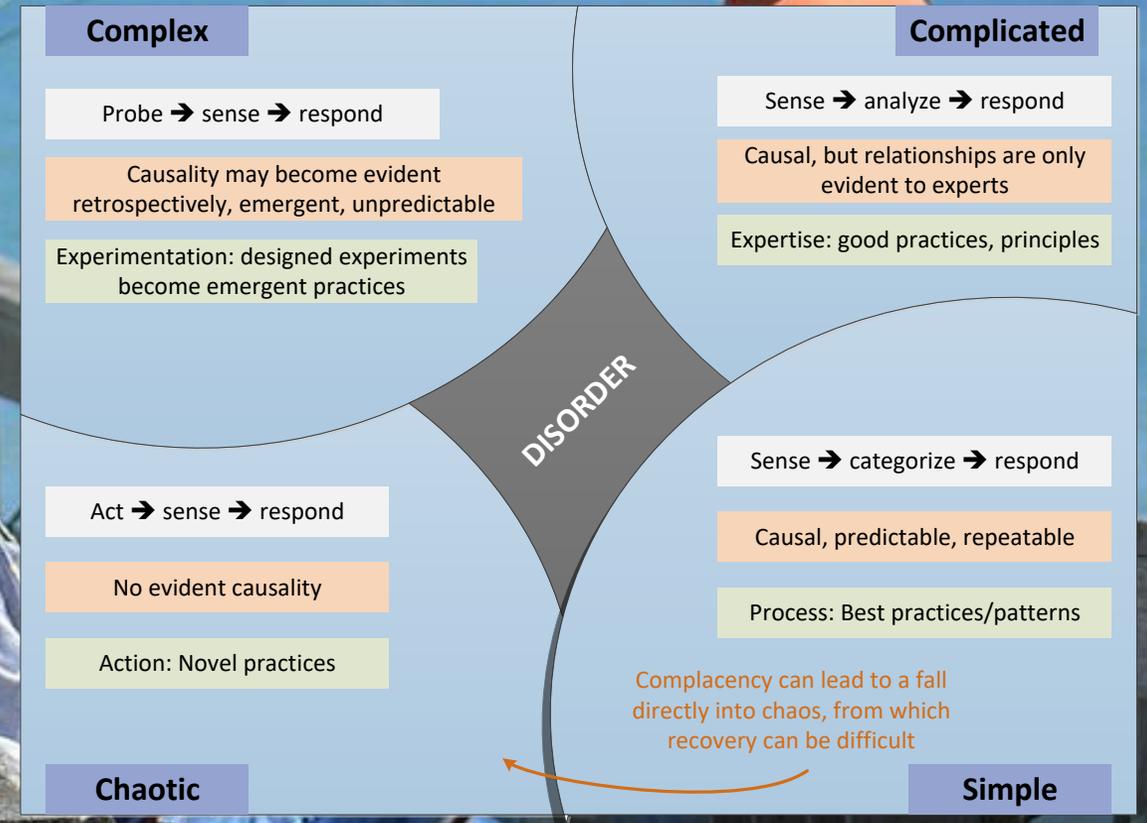
- Time to learn and experiment
- Knowledge sharing resources and venues
- Tools for prototyping and collaborative design
- Incentives for successful innovation

Production and performance are subsistence measures. Innovation is the differentiator.

# Opportunities

- Look for the cues to inadequate solutions
- Understand the needs and goals that drive behavior
- Seek complexity and solve it

A solution framework such as Cynefin can help segregate process problems from innovation opportunities.



An aerial photograph of a roundabout with a central island. The roundabout is surrounded by roads and greenery. Several cars are visible, some in the roundabout and some on the surrounding roads. The central island has a small structure on it. The overall scene is a busy urban intersection.

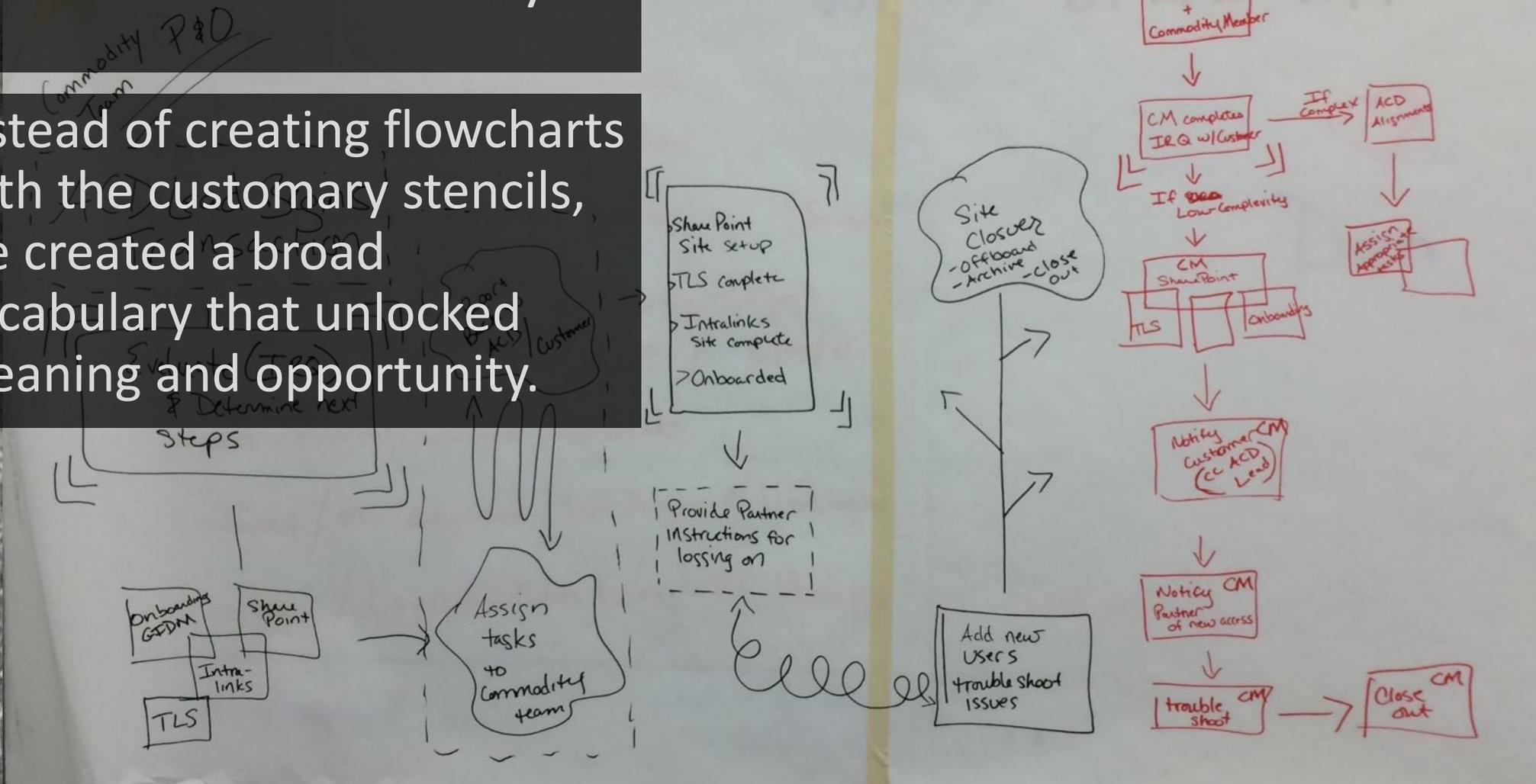
# Be Weird

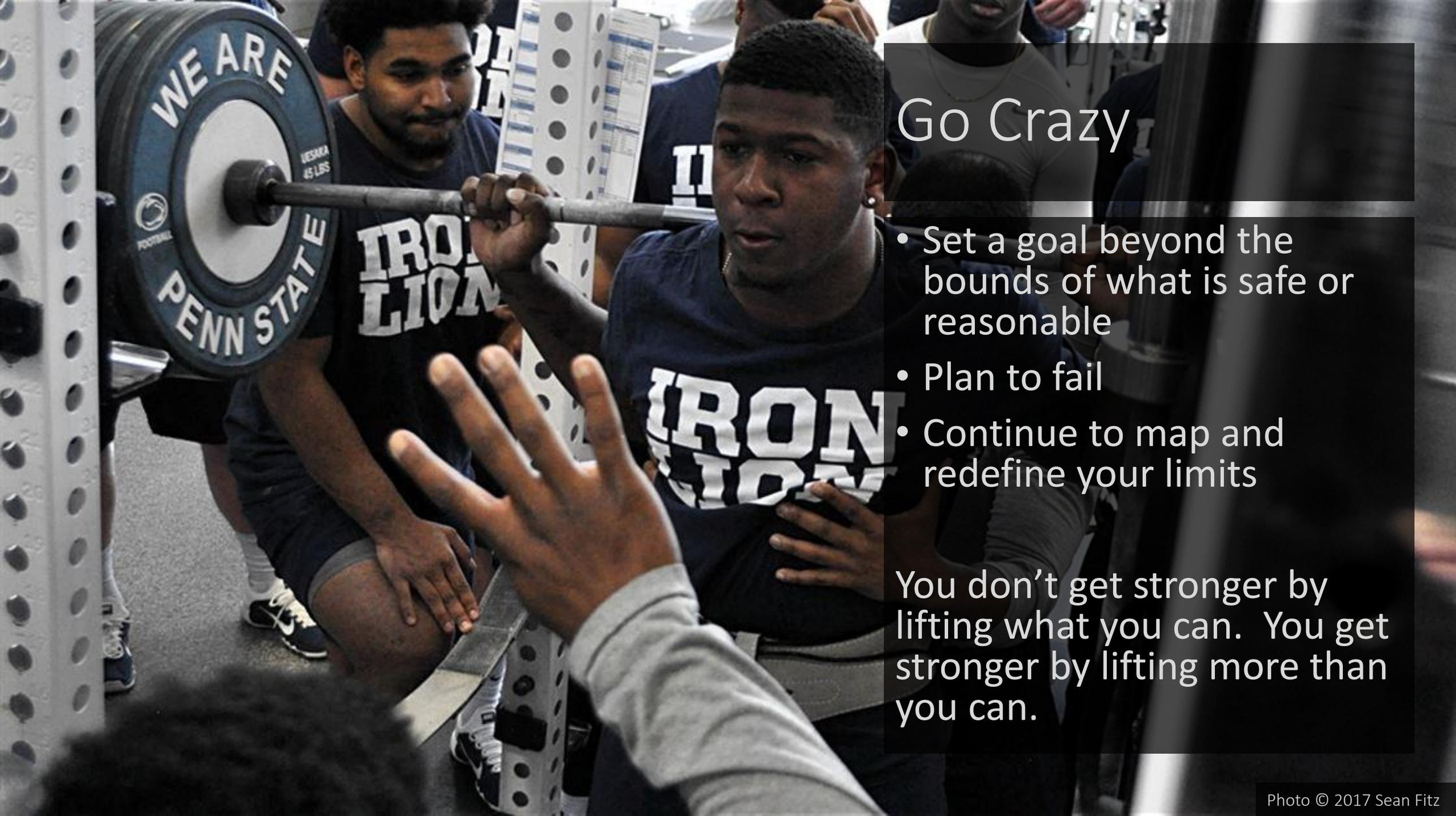
- Do the same things in radically different ways
- Avoid the limitations of “why not”
- Engage the “naïve observer”

Taking a deliberately different approach unlocks different outcomes and perspectives

# A New Vocabulary...

- Instead of creating flowcharts with the customary stencils, we created a broad vocabulary that unlocked meaning and opportunity.





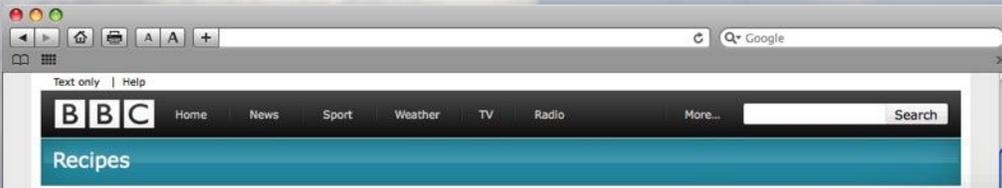
## Go Crazy

- Set a goal beyond the bounds of what is safe or reasonable
- Plan to fail
- Continue to map and redefine your limits

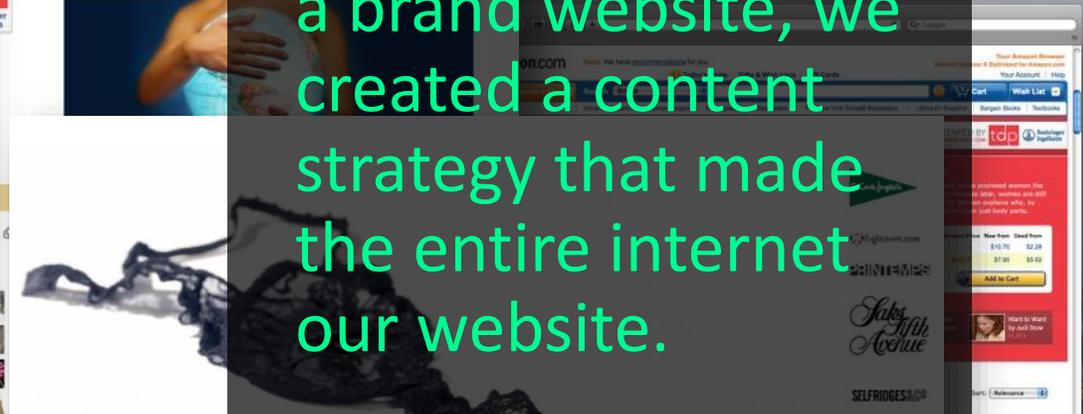
You don't get stronger by lifting what you can. You get stronger by lifting more than you can.

# A Bold Leap...

- Instead of launching a brand website, we created a content strategy that made the entire internet our website.



A screenshot of the TED Women 2010 website. The main headline reads 'HER MAJESTY QUEEN NOOR OF JORDAN: CULTURAL INFLUENCES ON WOMEN'S SEXUAL DESIRE AROUND THE GLOBE.' Below the headline is a grid of speaker portraits. A central red box highlights Queen Noor with the text 'Queen Noor shares surprising insights and data from The Desire Project's 2010 global women's survey.' The page also features a 'Join Our Mailing List' form and a list of major sponsors including Robert Wood Johnson Foundation, The California Endowment, Steelcase, and Johnson &amp; Johnson.



# Chase the New

- “Aware” devices
- Voice activation
- Portability
- Gestural interfaces
- Machine learning



# Gamifying Cancer

- To build this much data with experts could have taken decades.
- By “making a game of it” a bunch of regular schmoes were able to provide 5 million analyses, equivalent to the entire genome of nearly 2,000 patients.





# Layin' Tracks

# Thank you.

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