

# “Smart Creatives” for Innovation, Thus Quality?



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# "Smart Creatives" for Innovation, Thus Quality?

We will explore!

1. Discussion on Google's practices
2. Explore the relevance of Google's practices
3. Create initial strategy and action plans



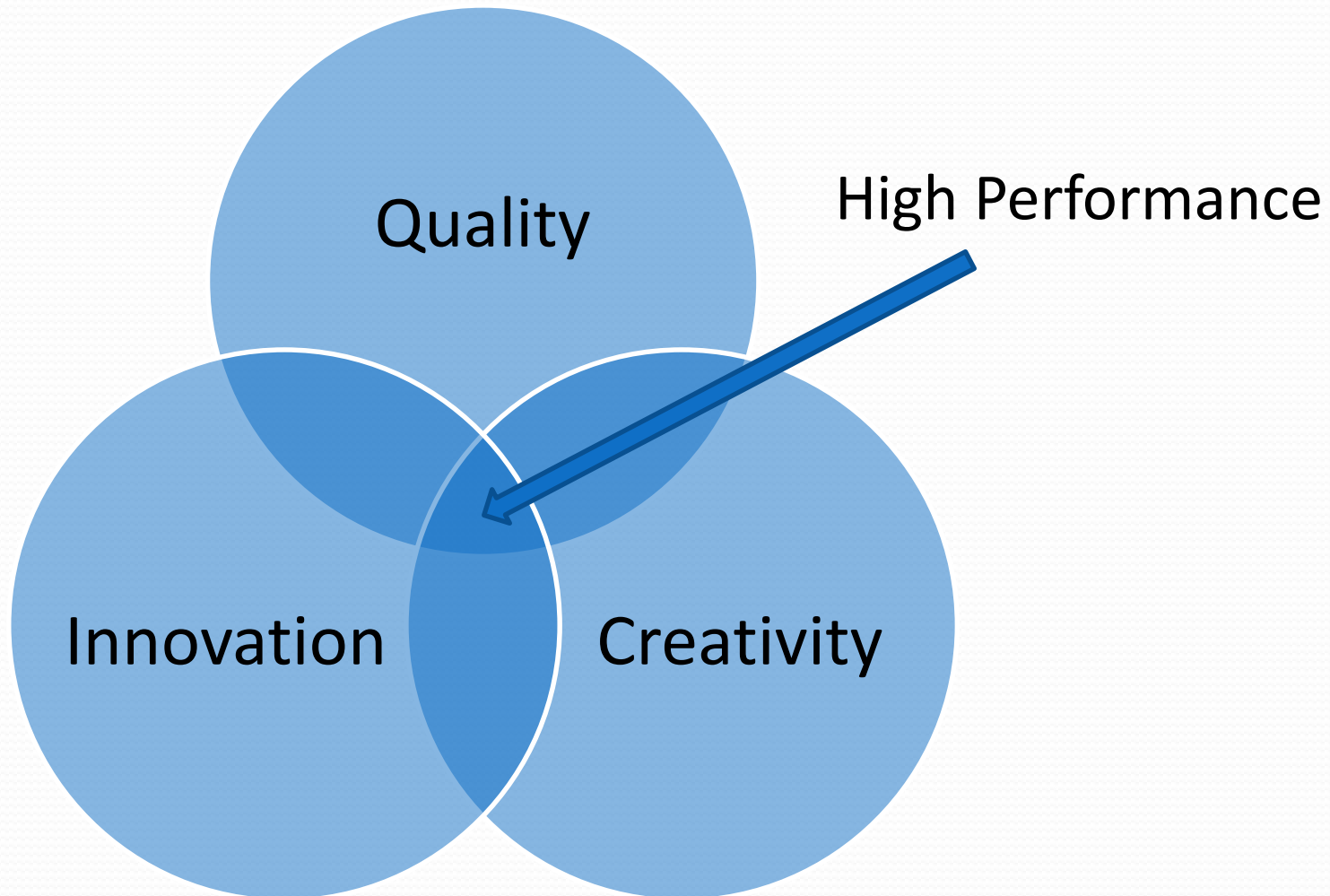


# “Smart Creatives” for Innovation, Thus Quality?

What are your challenges associated with creativity, innovation, and quality?



# “Smart Creatives” for Innovation, Thus Quality?



# “Smart Creatives” for Innovation, Thus Quality?

What is innovation at **Google**?

- “To us, innovation entails both the production and implementation of novel and useful ideas.”
- “For something to be innovative, it needs to be new, surprising, and radically useful.”

Schmidt, E. & Rosenberg, J. (2014) *How Google works*. New York, NY: Grand Central Publishing, p. 206.

# “Smart Creatives” for Innovation, Thus Quality?

## Who are “Smart Creatives” at **Google**?

- Not knowledge workers simply with technical expertise in a traditional sense
- Analytically smart, business smart, competitive smart, user smart, curious creative, risky creative, self-directed creative, open creative, thorough creative, and communicative creative.

Schmidt, E. & Rosenberg, J. (2014) *How Google works*. New York, NY: Grand Central Publishing, p. 17.

## “Smart Creatives” for Innovation, Thus Quality?

“Smart Creatives” at **Google** are difficult to manage. You cannot tell “Smart Creatives” how to think.



“. . . you have to learn to manage the environment *where* they think. And make it a place where they want to come every day.

Schmidt, E. & Rosenberg, J. (2014) *How Google works*. New York, NY: Grand Central Publishing, pp. 18-20.



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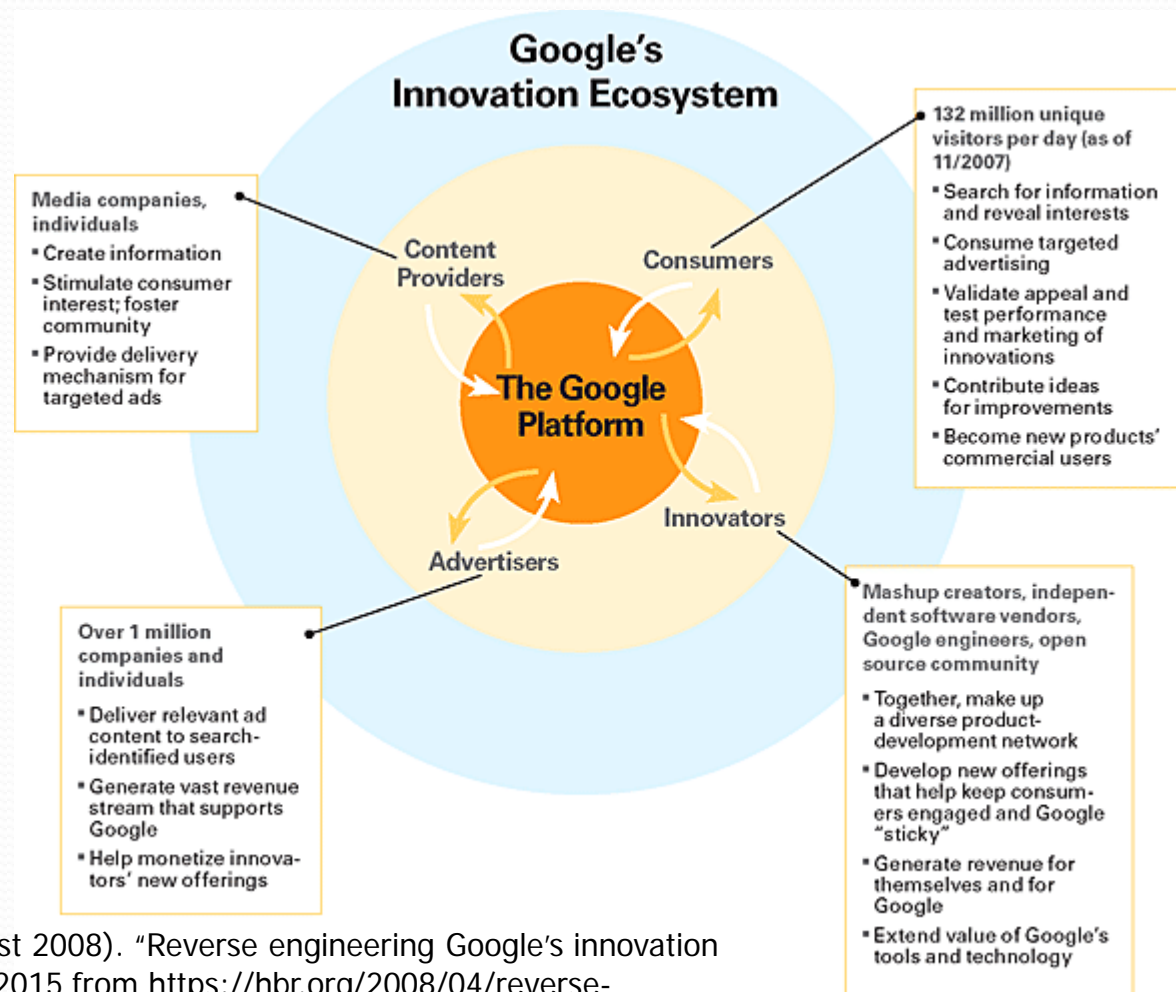
“The primary objective of any business today must be to increase the speed of the product development process and the quality of its output.”

Schmidt, E. & Rosenberg, J. (2014) *How Google works*. New York, NY: Grand Central Publishing, p. 17



Google innovation lessons and practices are transferrable to other industries and organizations.

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Iyer, B. & Davenport, T.H. (August 2008). “Reverse engineering Google's innovation machine.” Retrieved August 25, 2015 from <https://hbr.org/2008/04/reverse-engineering-googles-innovation-machine>.

## “Smart Creatives” for Innovation, Thus Quality?

Let’s meet some “Smart Creatives” or Googlers.

YouTube Video

Innovation and Impact at Google (3:20)

Let’s look at one of the perks at Google.

YouTube Video

Eating Sustainably (2:32)



# “Smart Creatives” for Innovation, Thus Quality?

What is **Google** doing  
to support Smart Creatives' quality innovation?

## Small Group Discussion

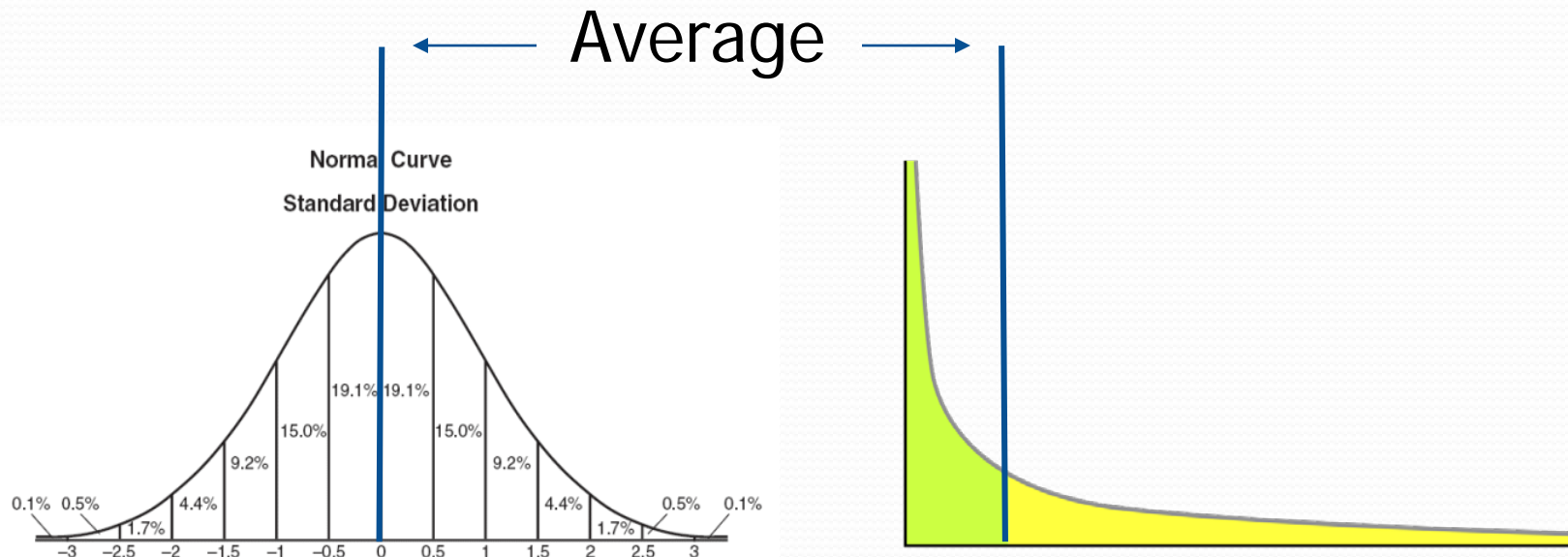
- Quickly write down what they do on Post-It notes.
- Share your knowledge.
- Post your notes under suitable categories (i.e., leadership/management, business models/strategies, corporate culture, corporate structure, and policies/procedures).
- Stand by the category of your choice.
- As a group, create a description that best describes the characteristics of each category.

# “Smart Creatives” for Innovation, Thus Quality?

## Work Rules at Google

Gaussian/Normal Distribution  
(e.g., human height, etc.)

Power Law Distribution  
(e.g., enormous earthquakes, stock market swings, human performance, etc.)



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## Work Rules at Google

### Reality Check:

- Check all the “rules” that you are already practicing and/or your organization practices.
- Share your results and thoughts with another person.

# “Smart Creatives” for Innovation, Thus Quality?



Break

# “Smart Creatives” for Innovation, Thus Quality?

## Key Attributes of Innovation Capacity at

- Strategic patience
- Infrastructure built to support innovation
- Ecosystem that enables architectural control
- Innovation built into job description
- A cultivated taste for failure and chaos
- Using data to vet inspiration

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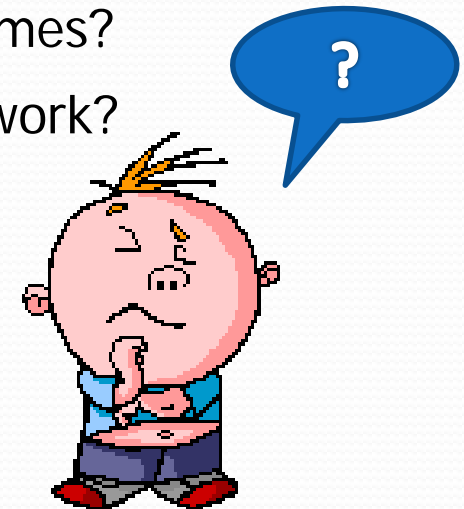
## World Café Brainstorming on the Relevance of **Google** Practices

- Each table is assigned to one category, and ideally 4 people are at each table.
- First round (15 minutes): Discuss if Google practices under the assigned category are relevant to your organization or industry. Record your table’s discussion summary and insights.
- Second round (15 minutes): One person remains at the same table; others go to another “category” table of their choice. The remaining person at the table explains the summary. Then, discuss if Google practices under the assigned category are relevant to your organization or industry. Record your table’s discussion summary and insights.

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## Creating initial strategic and actions plans for personal and/or organizational use

- What is your initial strategy in creating an environment where employees creatively think and innovate, which will result in higher quality products and services at your organization?
- What are your specific goals and desired outcomes?
- What is your initial action plan upon return to work?



# “Smart Creatives” for Innovation, Thus Quality?

## Insight Sharing and Questions



# Thank you!

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ありがとう！

