

# High Performance Innovation Teams

The  
Food & Drink  
Innovation  
Network



perspectiv

Jeffrey Hyman

[jhyman@fdin.co.uk](mailto:jhyman@fdin.co.uk)

Andy Wilkins

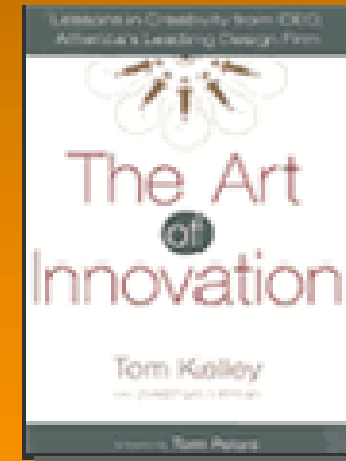
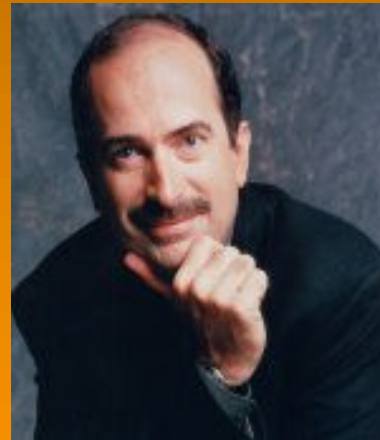
[andy@perspectiv.co.uk](mailto:andy@perspectiv.co.uk)



Perspectiv

# IDEO - The Deep Dive DVD

- IDEO has been identified as America's Leading Design Firm.
- IDEO's special ingredients:
  - Teams
  - Culture
  - Process



# The IDEO Shopping Kart DVD: Context

- IDEO are presented with a challenge by ABC News to redesign the common shopping trolley
- they only have five days
- the program aired in July 1999 on a program called Nightline

## As you watch...

1. What do you hear or see them doing that demonstrates they are a high performing innovation team?
2. Agree as a team the top 5-7 observations that you made and jot these down on the flip.
3. We'll compile the results and post on the FDIN website.

# Insights from DVD...1

- Equal
- Process – broke into bite size pieces – sub groups
- Playfulness
- Clear prohibitions
- No killing of ideas – collaborative
- Environment encouraged innovation & flexibility
- Time used to focus
- No negativity
- Rituals – such as the bell
- Unanimous vote – all team bought in

# Insights from DVD...2

- Fail often in order to succeed sooner
- Focused chaos
- Real research with users – not experts on products, experts on design
- Finite time lines
- Being playful is a must for being inventive
- High levels of trust
- Top level leadership – changed from explorer to developer at key point
- No lone genius
- Great commitment – won hearts
- Able to change direction quickly

# Insights from DVD...3

1. Chunks of problem for smaller team to own (5 hits)
2. Team diversity (4 hits)
3. Clear problem definition (3 hits)
4. Controlled chaos – bell/rules, refocus, rigid timeframe (3 hits)
5. Talked to experts (3 hits)
6. Throw a lot away to succeed early (3 hits)
7. Early prototype (2 hits)
8. Lots of inspiration & props – good stimulus (2 hits)
9. Building on ideas (1 hit)
  - Group gathering & voting for decisions
  - Teamwork & commitment – divide & succeed

## Insights from DVD...4

- Wide range of capabilities in team
- No negative comments
- Boss wasn't team leaders – no need for him to lead
- Agreed to & had ability to refocus to prevent straying
- Humour/fun @ work
- Scoring of ideas so that everyone had their say – teams make better judgments than individuals
- Understood “problems” with current situation which therefore identified the gaps



# Insights from DVD...5

- Clear process/organised chaos
- Consumer insight
- Made it fun
- Openness of ideas
- Creative then development phase
- 100% commitment
- Ask for forgiveness not permission & not frightened to fail
- Time for refocus – stages
- No hierarchy
- Measures – not clock but with consumer!

# Insights from DVD...6

- Diverse team & backgrounds
- Enthusiasm & fun
- No hierarchy
- Flexible
- No wrong answers
- Establish context
- Integrated ideas and focused (re)
- Split project into tasks & groups
- Tested prototypes

# Insights from DVD...7

1. Time focus – delivered on time
2. Fun environment – hard working
3. All equal and defined roles – leader & facilitator)
4. Prohibitions clear
5. Recognition & appreciation
6. Process clear – S – N – F
  - Mixed team
  - research – active learning
  - Healthy debate and voting
  - Smaller task groups
  - Value reminders – clear team values
  - All ideas considered
  - No nailing ideas/voting

# Insights from DVD...8

1. Team leader more of a facilitator (7 hits)
2. Ultimate focus on the project – all dedicated (5 hits)
3. No ideas were bad ideas (4 hits)
4. Appreciation & use of diversity (3 hits)
5. Lots of divergence then convergence (3 hits)
  - Tried things out & allowed failure (2 hits)
  - Lots of explorers
  - Delegation to workshop – valued developers (2 hits)
  - “Adults” had to make an intervention
  - Team leader focused more on the process than the product
  - Celebrated at the end
  - Good creative space
  - Lots of stuff going on
  - Value of ideas independent of seniority
  - Very democratic & practical – focus on what is possible
  - Crafty process but focused

# Insights from DVD...9

1. Process
2. Clear business objective
3. Leader
4. Climate conducive to ideas
5. Great fun
6. Time constraints

# Insights from DVD...10

1. Diverse mix of people skills
2. All valued equally
3. Focus
4. Rules for the process
5. Structured listening & feedback – sharing of learnings
6. Not threatened by failure
  - Absence of hierarchy
  - Choice of project leader – good signaling
  - Passion & energy
  - Identified prohibitions
  - Supportive
  - User focus

# Insights from DVD...11

1. No hierarchy
2. Process with boundaries which allowed openness
3. Cross section of people & diversity
4. Fun
5. Gather information from the real world – fact based
6. Different groups with different insights
7. Energy
8. Hard working
9. Huge respect for & from the boss – respect fro adults!
10. Evaluation & feedback – accepted feedback, not defensive

# Insights from DVD...12

1. Free thinking with rules – agreed process
2. Energetic thrived on challenge
3. Hi trust
4. Fun & innovative
5. Regroup and refocusing
6. People spice – individual & expressive
7. Used prototypes
8. Visualized concepts
9. No hierarchy
10. It flowed



# High Performance Innovation Teams

The  
Food & Drink  
Innovation  
Network



perspectiv

Jeffrey Hyman

[jhyman@fdin.co.uk](mailto:jhyman@fdin.co.uk)

Andy Wilkins

[andy@perspectiv.co.uk](mailto:andy@perspectiv.co.uk)



Perspectiv