

THE
FORGE
Science infused creativity



Sound of Innovation and Social Services

Michaël Van Damme



THE FORGE

Science infused creativity



Behavioural
Science

+



Business

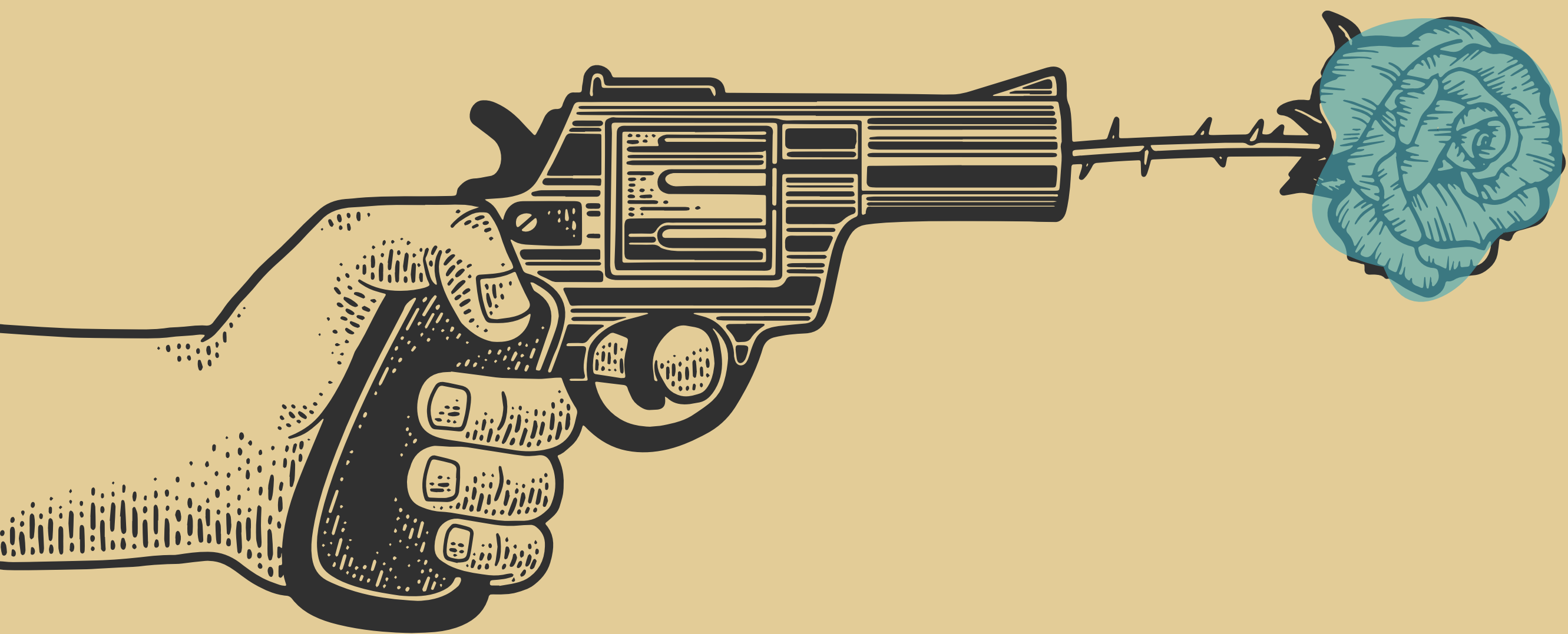
+



Comedy

THE FORGE

We're your R&D cell
behind the scenes,
that helps you forge
your desired culture



"Who likes to laugh?"

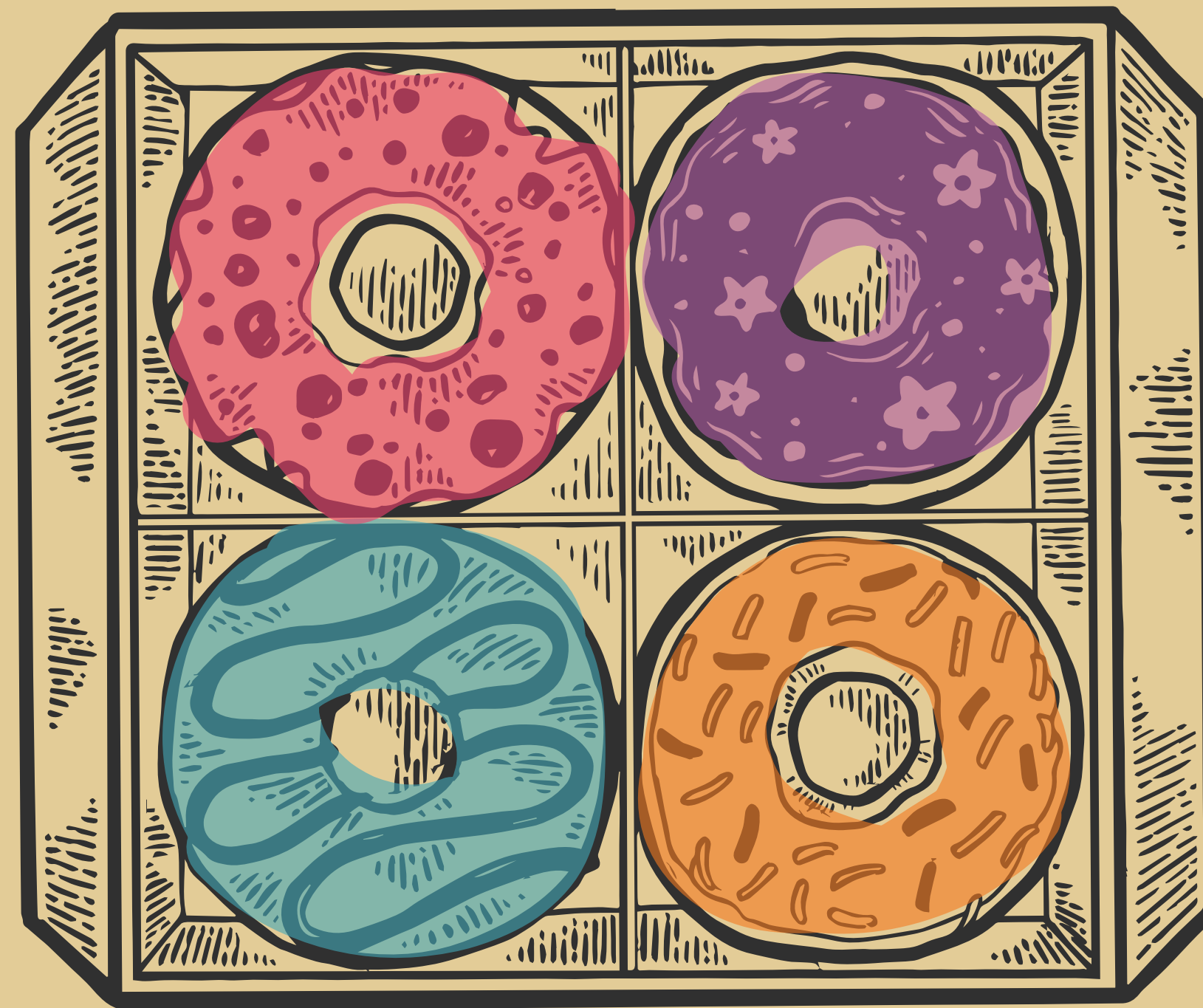




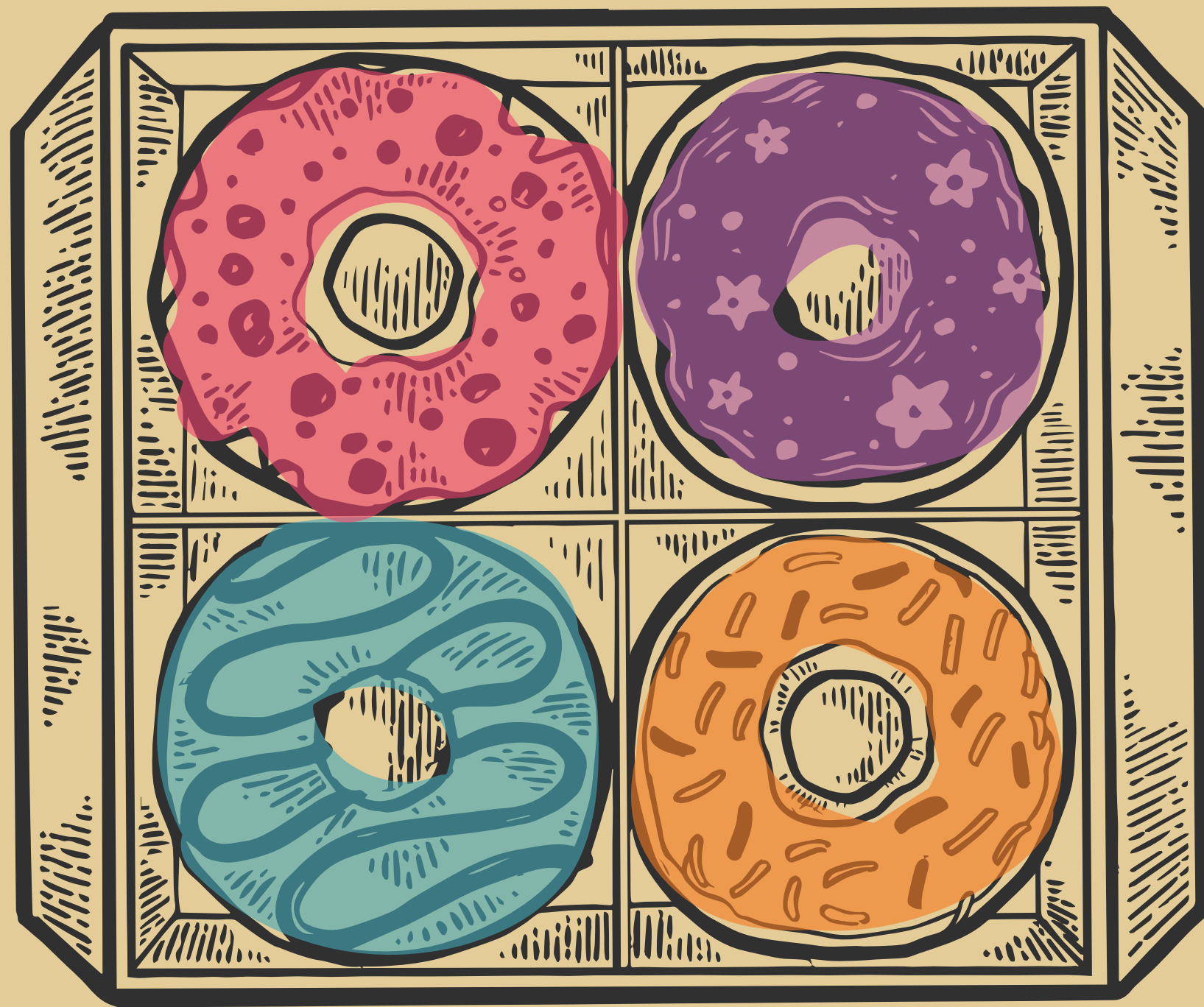
"Alright, why don't you do something funny then?"



My confession



My confession





Cognitive Lazy



Bias

The two patterns of human behaviour

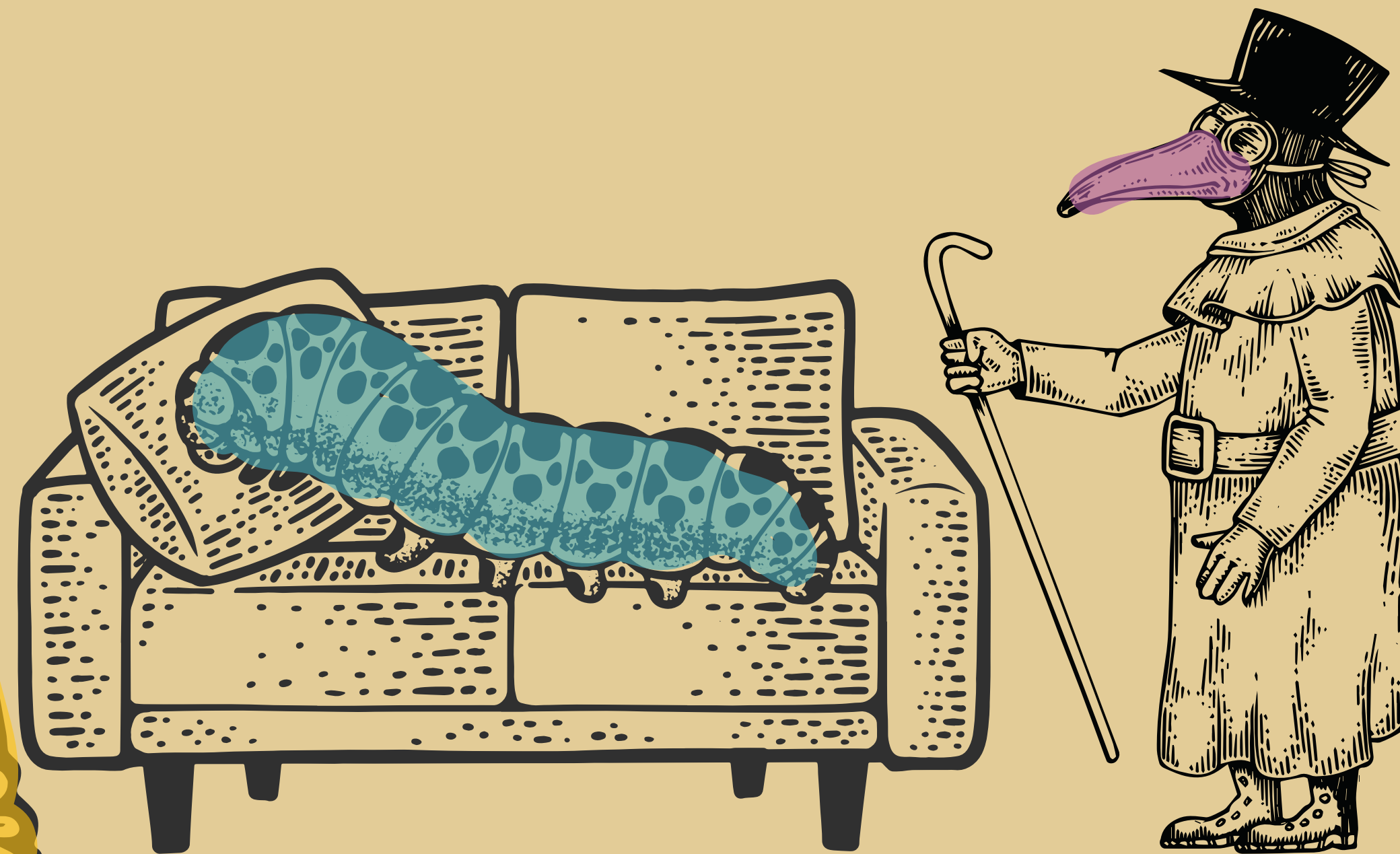


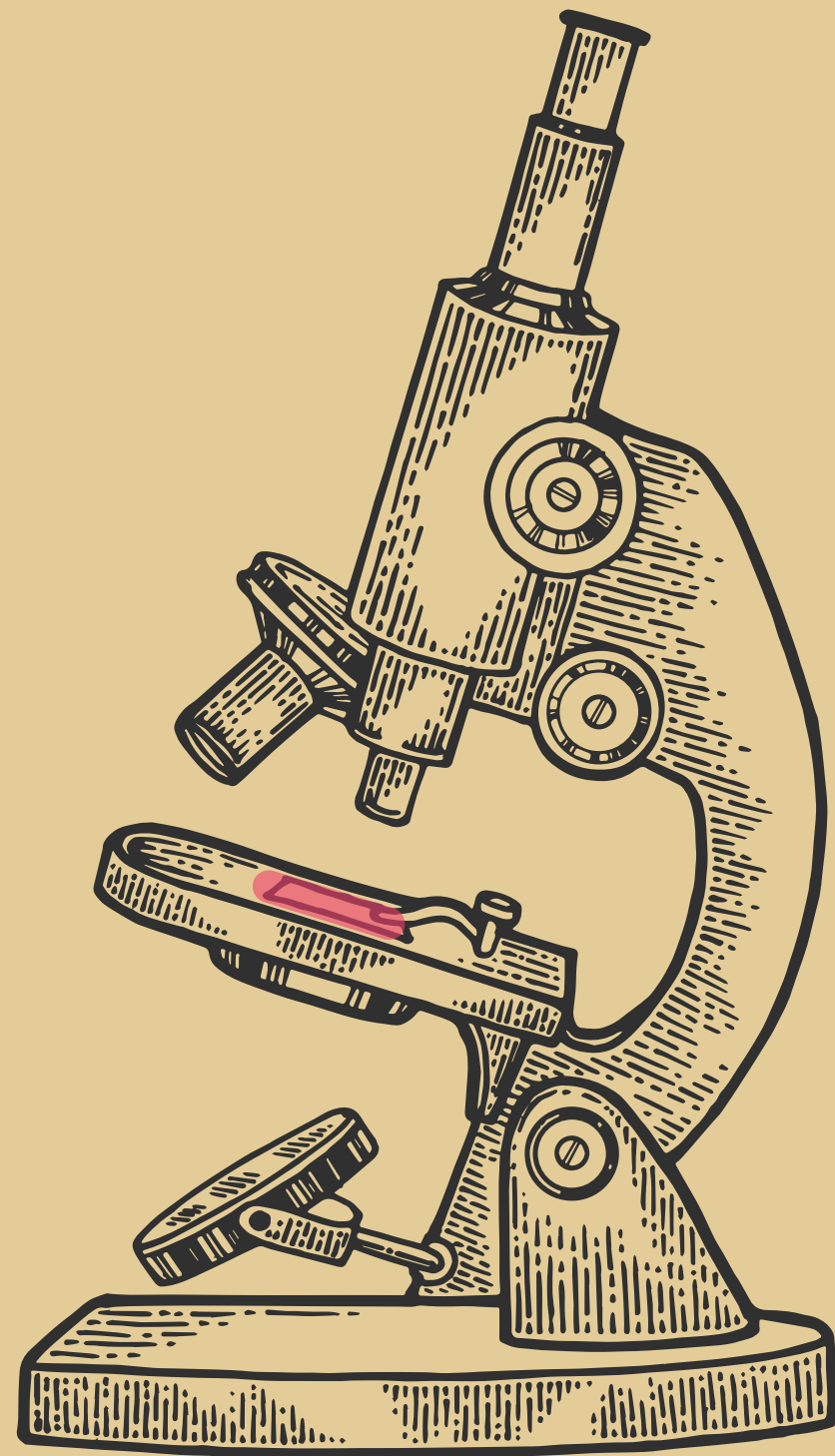


We all love talking about what we should do



The added value of science





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(Number of results is approximate)

You searched for: TITLE: (innovati
on) ...[More](#)

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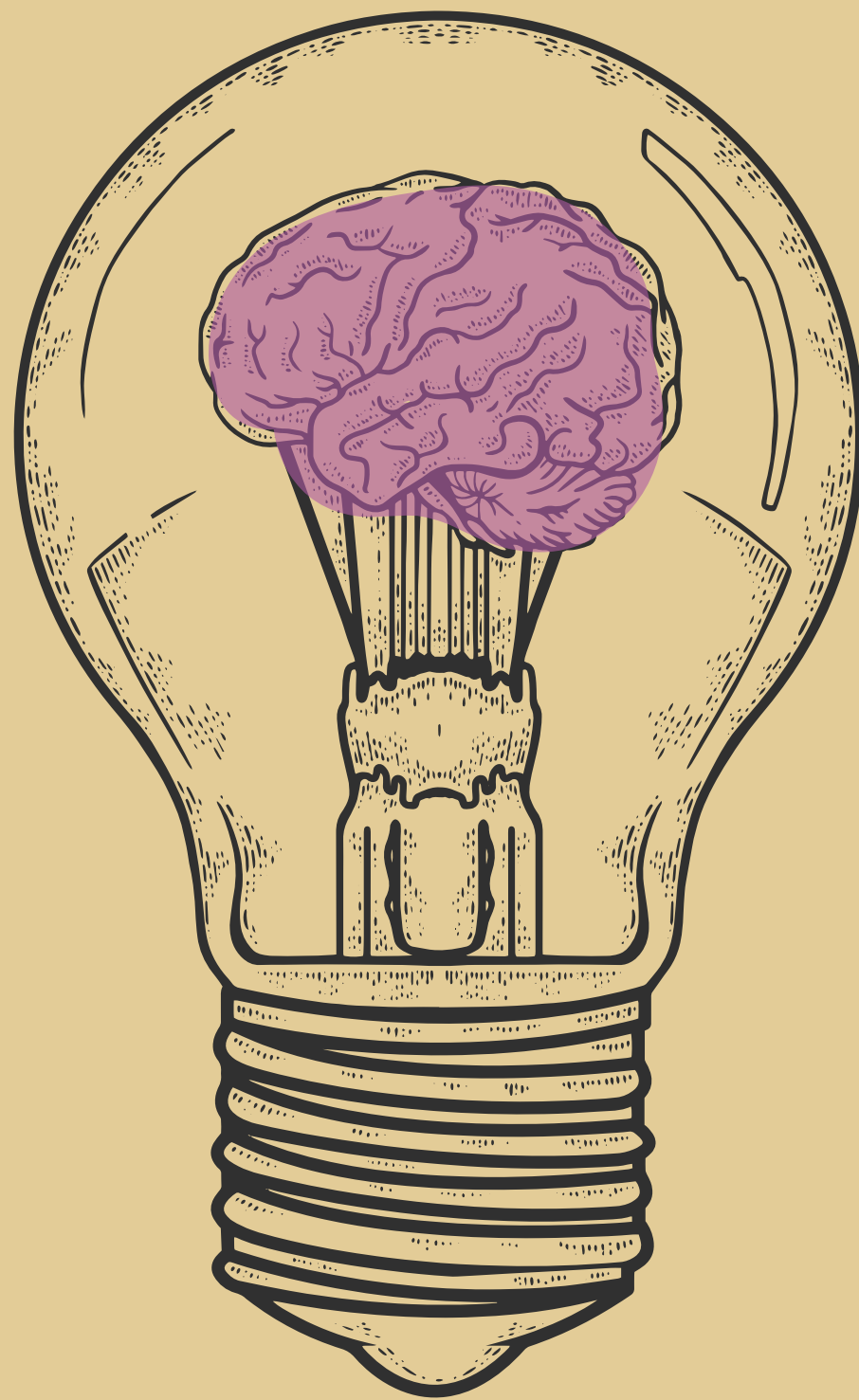
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- ☐ 3. **THE SYNERGIES OF HISTORY AND INNOVATION AT CHAMPLAIN COLLEGE'S WELCH ADMISSIONS CENTER**
By: Carroon, Jean; Kaiser, Amy; Mande, Arjun
JOURNAL OF GREEN BUILDING Volume: 10 Issue: 1 Pages: 1-21 Published: WIN 2015
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40+ years of scientific research



INNOVATION



3 Challenges

3 Answers



Challenge 1

What will get you an innovative culture?

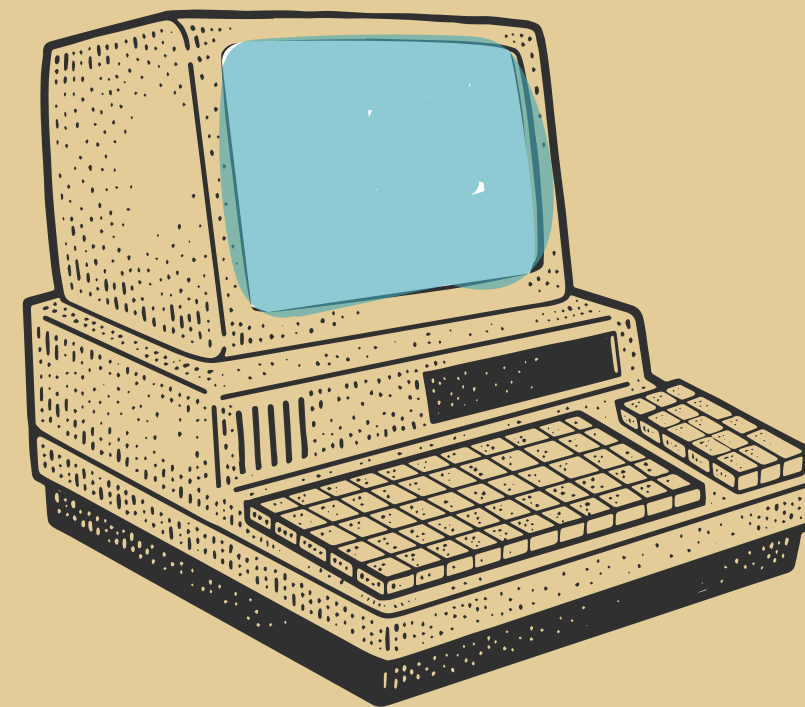
Vision



A.



Process



B.



Bonus



C.



Challenge 1

What will get you an innovative culture?

Vision



A.



Challenge 2

What will get you co-creation in team?

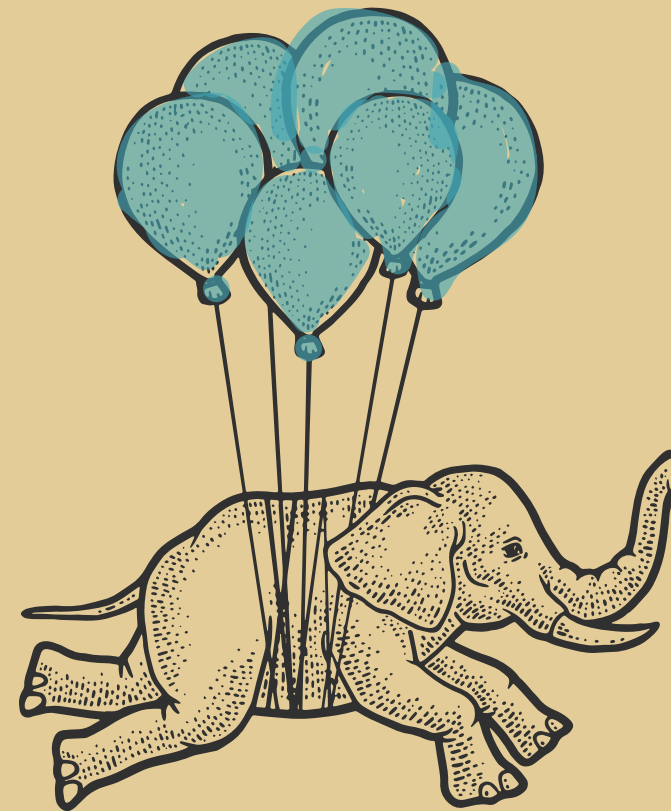
Personality



A.



Trust



B.



Diversity



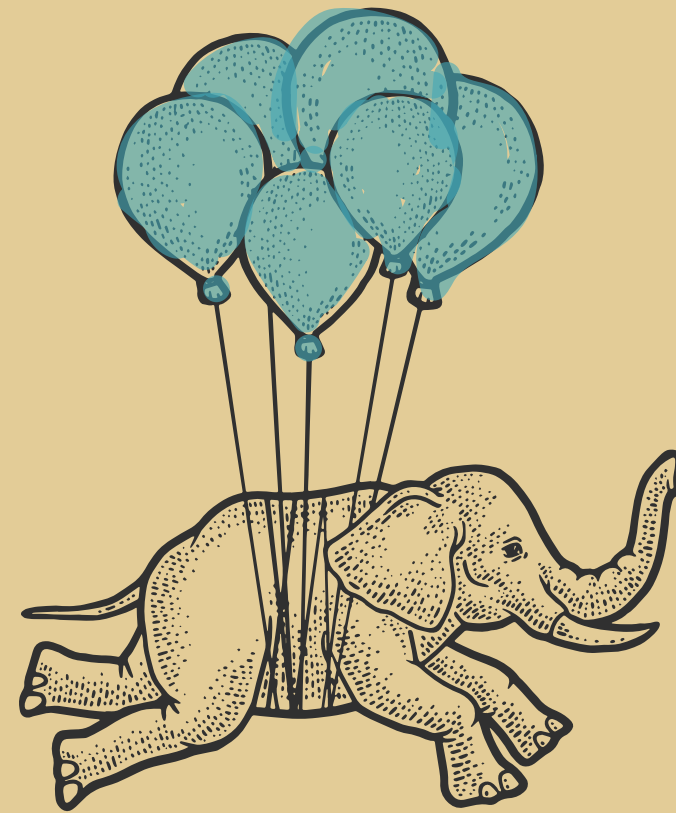
C.



Challenge 2

What will get you co-creation in team?

Trust



B.

Challenge 2

Co-creation teams

$$1 + 1 = 3$$



Challenge 2

CSI Miami



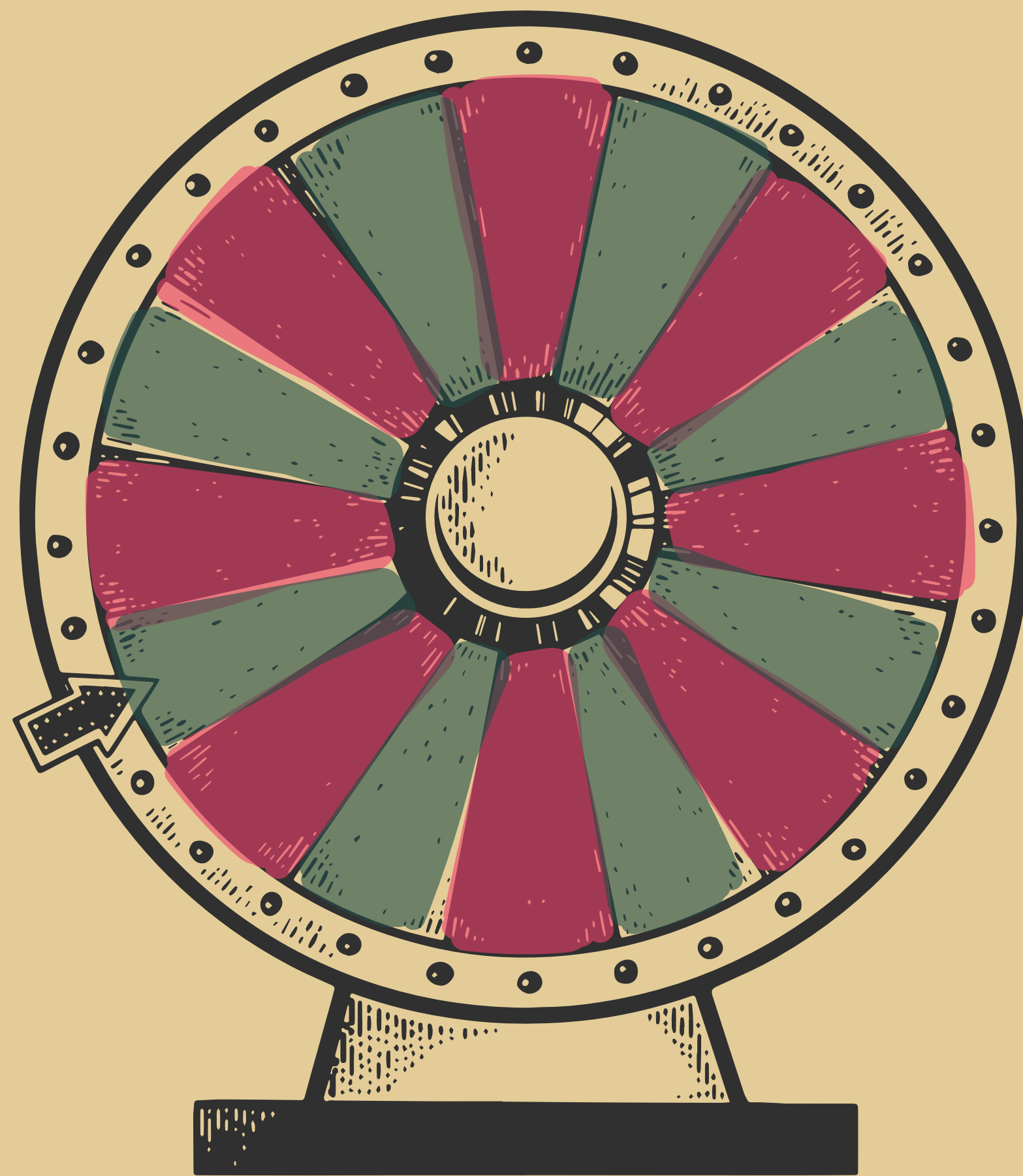
Co-creation teams

CIS Miami



$$1 + 1 = 0,3$$





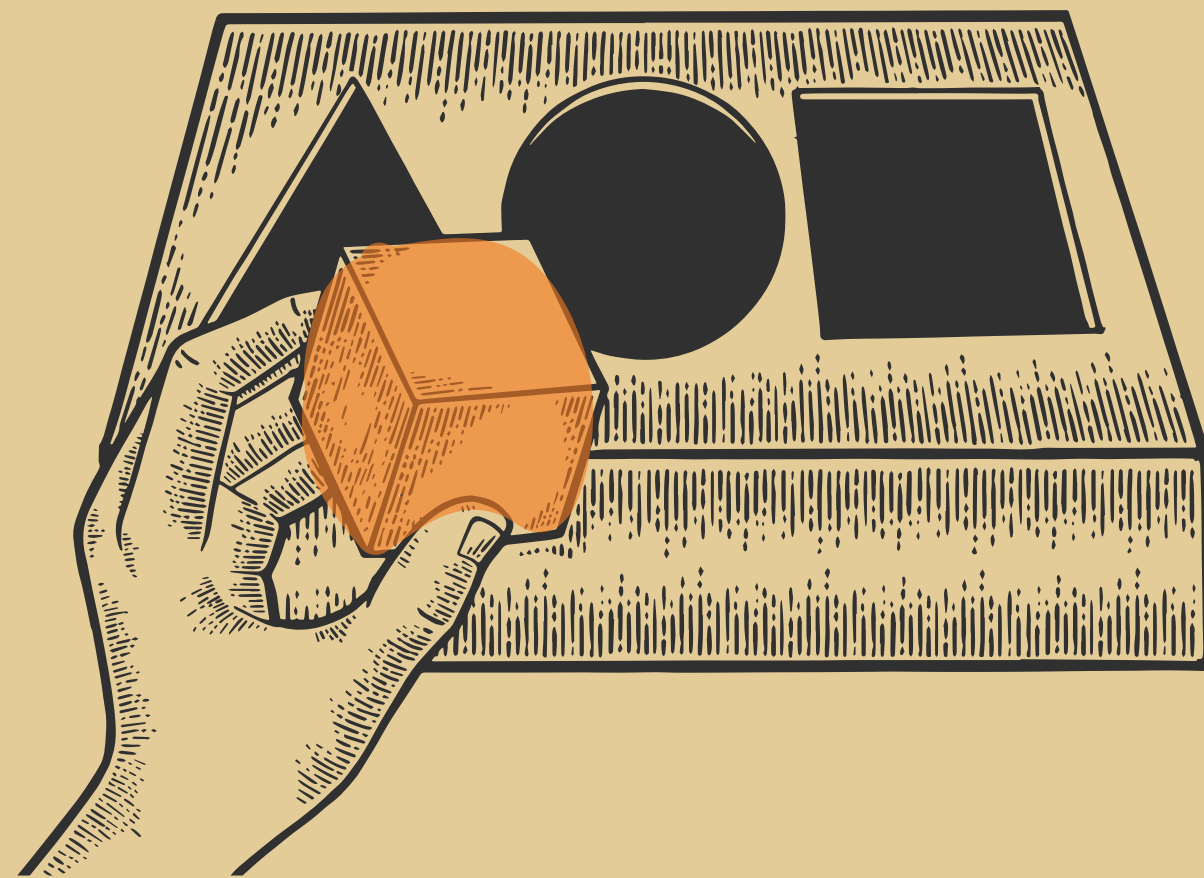
The social roulette



Challenge 3

What will lead to a successful co-creation?

Feasible



A.



No criticism



B.



Individual



C.



Challenge 3

What will lead to a successful co-creation?

Individual



C.



Challenge 3

Team work
Individual



Hybrid team work

Individual



+

Team



Well actually... there are three i's in

TiiiM

inform

ideate

improve



The change challenge



Culture change is really hard...



Sorry to break it to you...
but there is no magical solution.

How can you get there?

Top Down



explicit
route



implicit
route



Trickle around



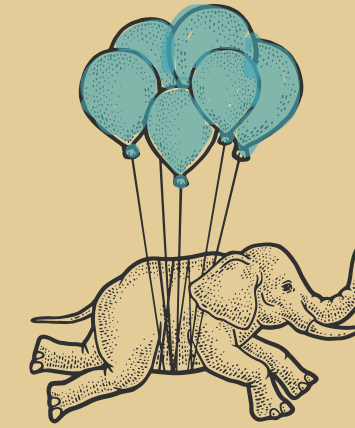
AWARE

Events, posters,
speeches,...



REFLECT

Workshops, surveys,
brainstorms,...



CONTRIBUTE



ACT

Reward
programs

Sender bias

Undercover change agents,
change by example & action

Constructive
controversy

Nudging



**Desired
Culture**

How can you get there?

Role model

Attentiveness

Storytelling



implicit
route

Undercover change agents,
change by example & action

Constructive
controversy

Nudging



Desired
Culture

Allright...

...let's go undercover

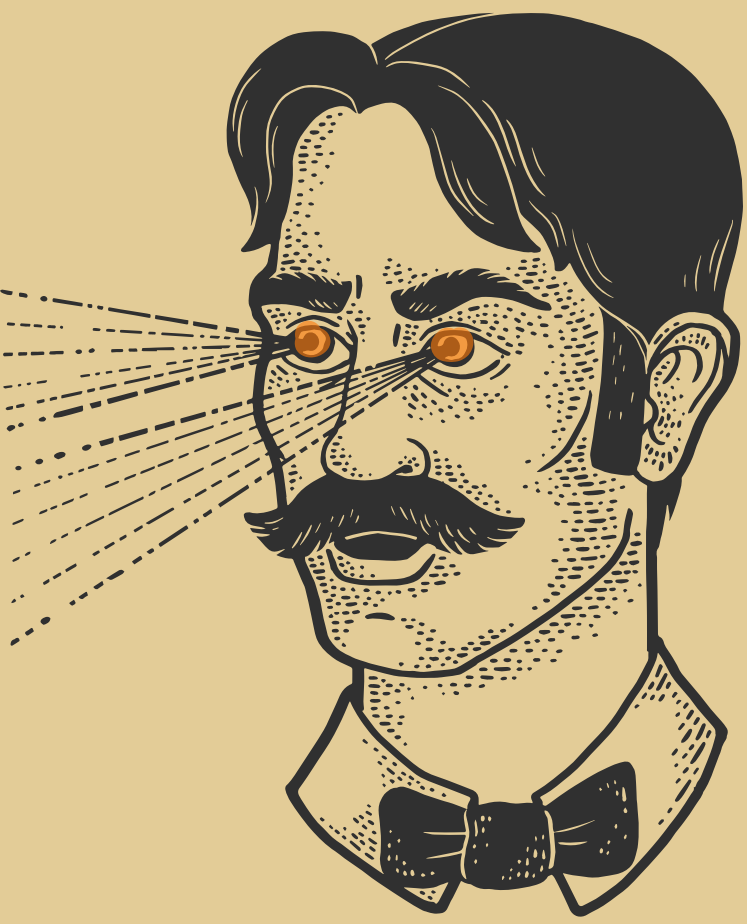


"OK, how can I be more of a role model?"

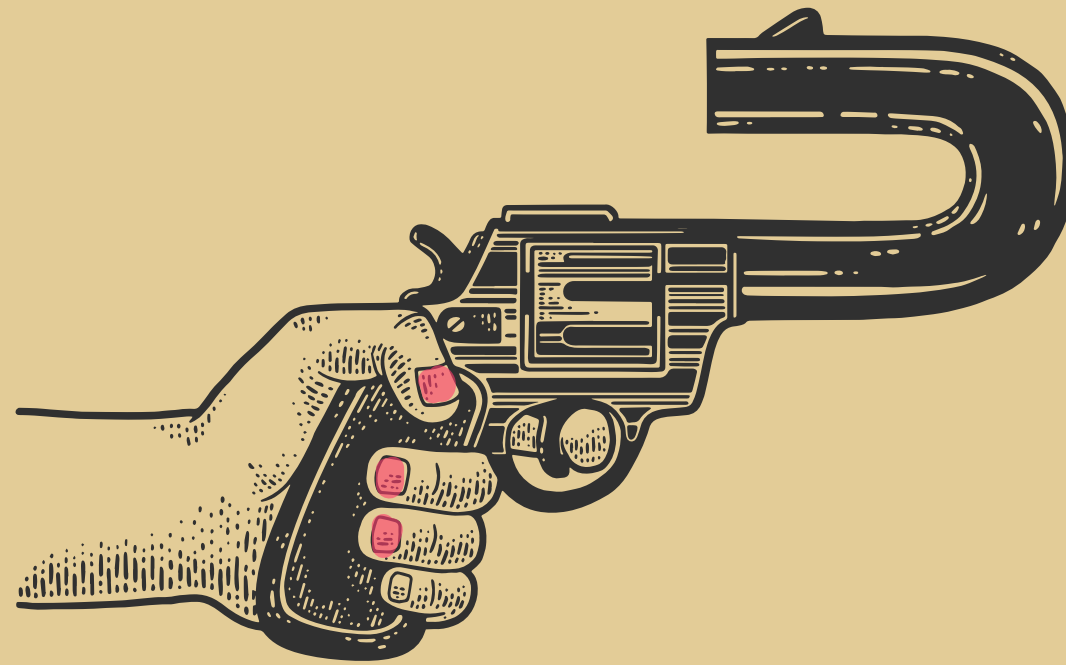


Aha! Here are some strategies that can help you to lead by example

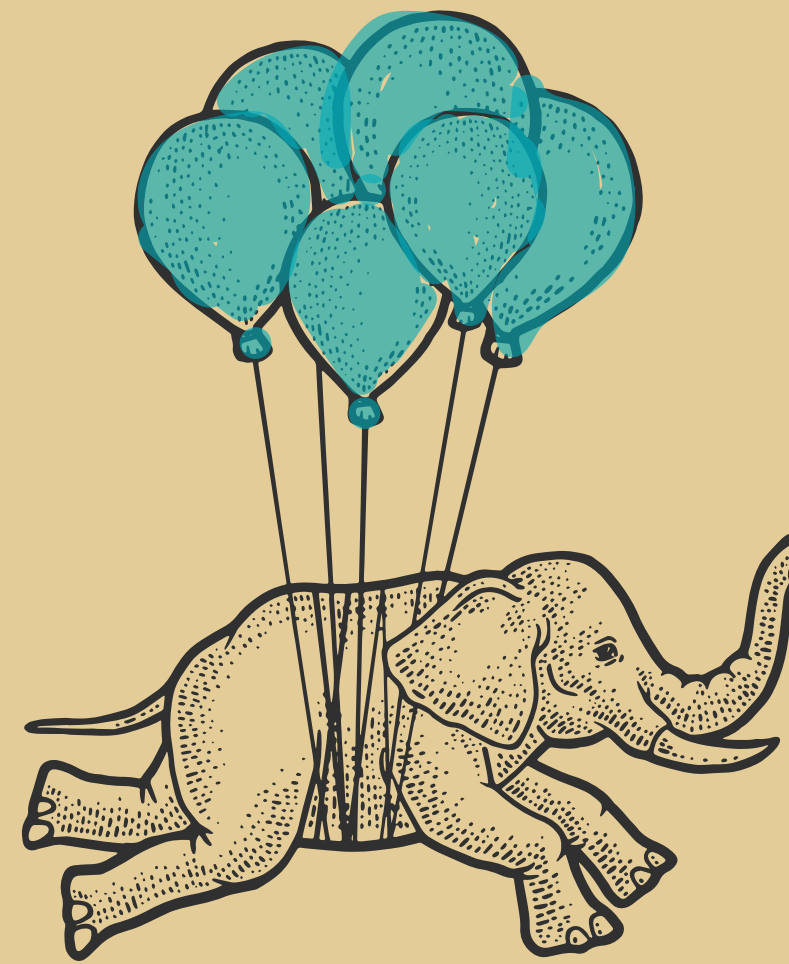




VISION



SAFETY



SUPPORT



QUALITY

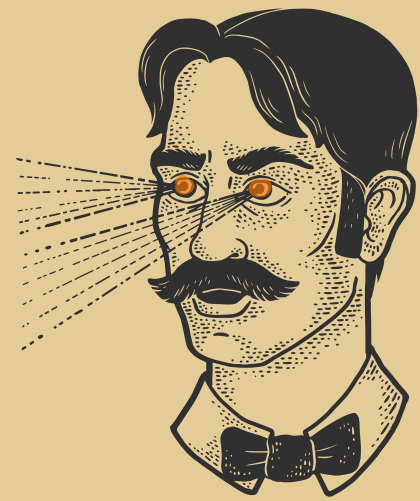


FREQUENCY

This is your checklist for the right team culture *



**At least, according to "the science"*



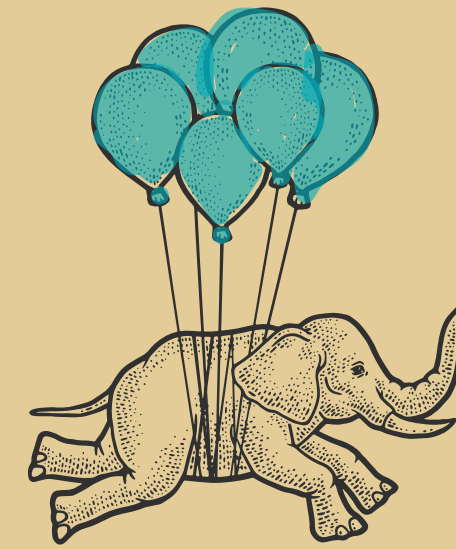
VISION

Does the team
have a clear,
common goal?



SAFETY

Do they share
their expertise
and concerns?



SUPPORT

Do they really
support
each other?



QUALITY

Do they improve
each other?

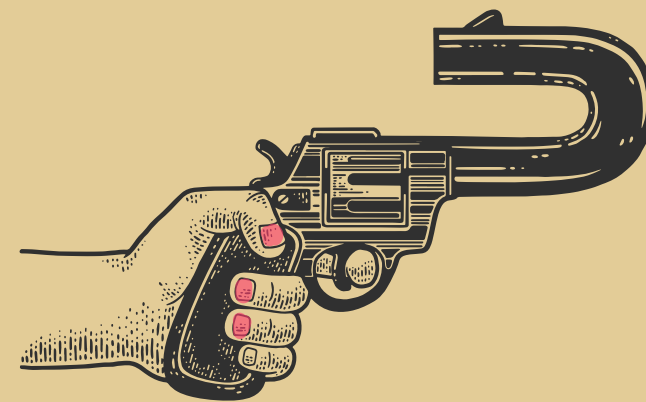
Questions to ask yourself when you want to co-create





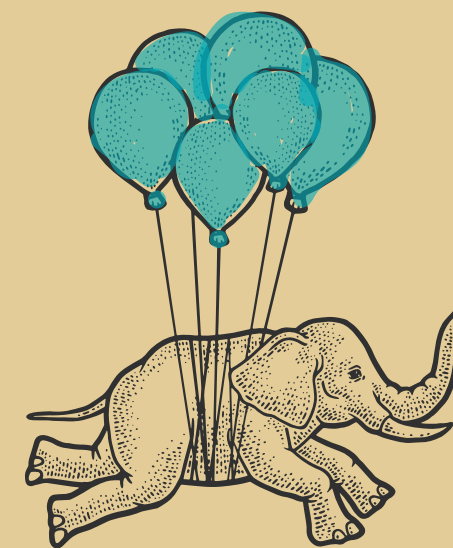
VISION

Focus on a clear goal and repeat it in your communication



SAFETY

+ Show vulnerability, actively ask others for their (dissenting) perspective & stimulate individual work



SUPPORT

+ Don't just reject initiatives, but try to come up with alternatives



QUALITY

+ Stimulate the devils' advocate in you and others with the goal to improve work quality



Go for Constructive Controversy!



"So, what should I do as a role model?"



Role model

Focus on doing, not saying (don't mail, but act)

Put **common goals** central when you communicate

Strive towards '**constructive controversy**'

Work with briefings that clarify expectations (**feed forward**)

Give feedback based on the agreed upon expectations (**accountability**)



"Alright, now how can I be more attentive"



"Good point. Here are some tricks to get your colleagues involved"



How to be more attentive to stimulate innovation



Ask yourself this first:

To what extent do you **listen** to your colleagues?

To what extent do you **ask them for feedback** and stimulate them to think along?

To what extent do you **acknowledge desired behavior**?



How to be more attentive to stimulate innovation



ATTENTIVE

Approach colleagues **actively**

Ask them for help

Address colleagues through their **expertise**

Give feedback through identity vs. behavior:

Desired behavior = identity (you are...)

Behavior change = behavior (you do...)



"Great! Can you help me tackling that storytelling part?"

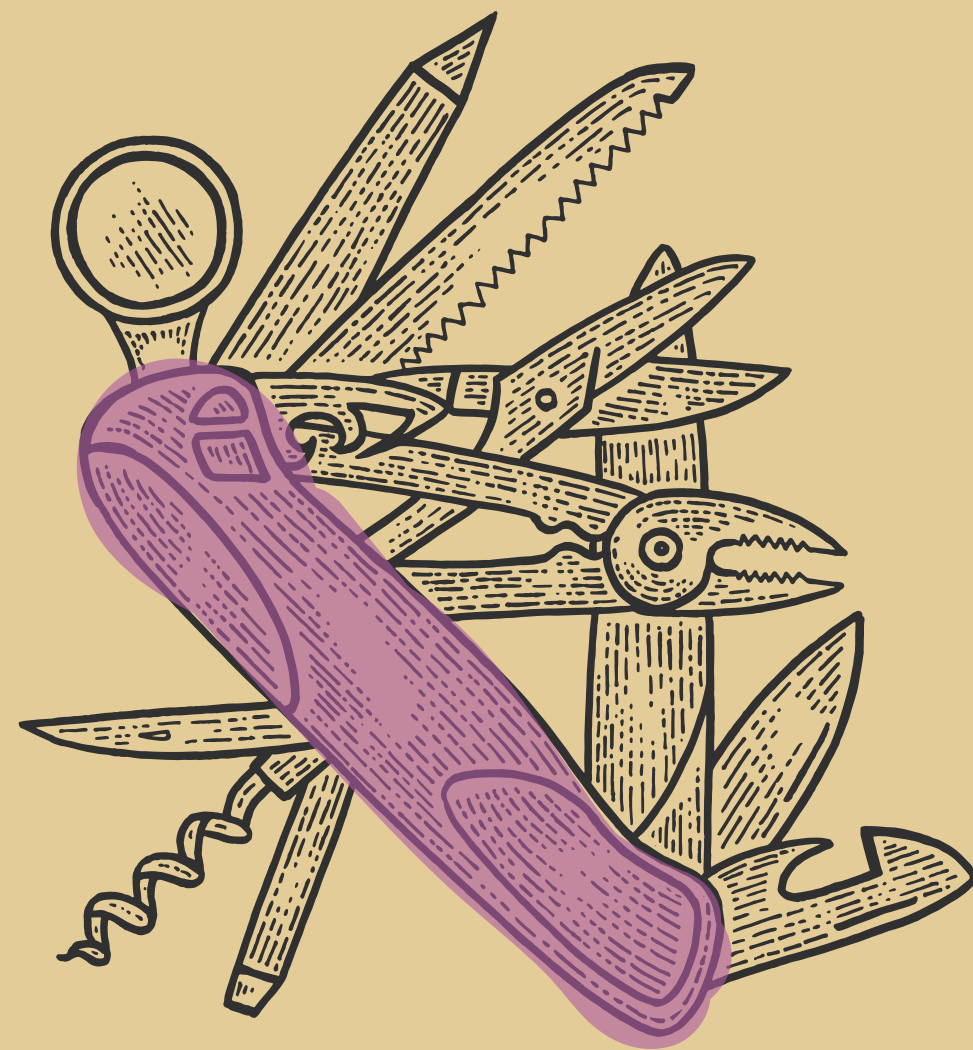


Of course...

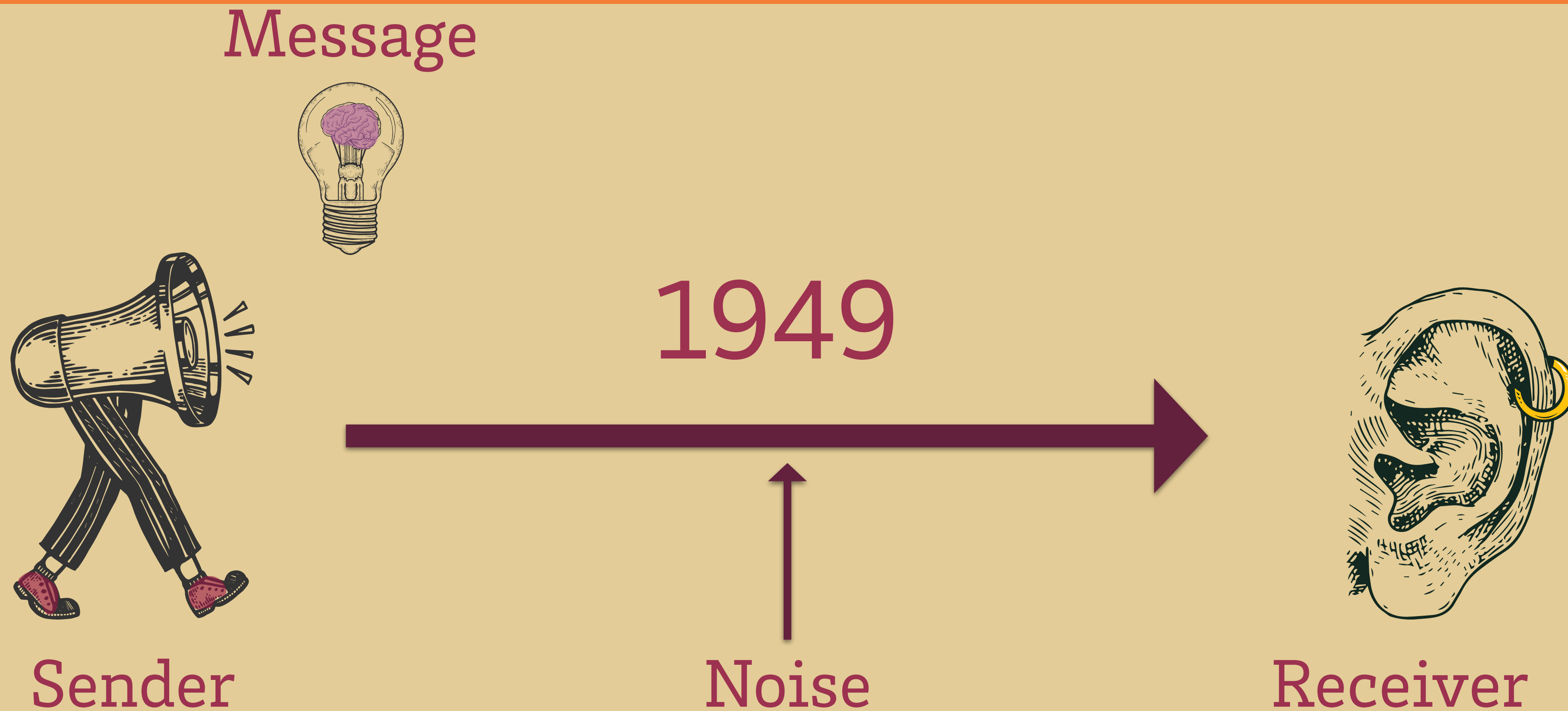


Let me provide you some special Undercover Innovator Tools

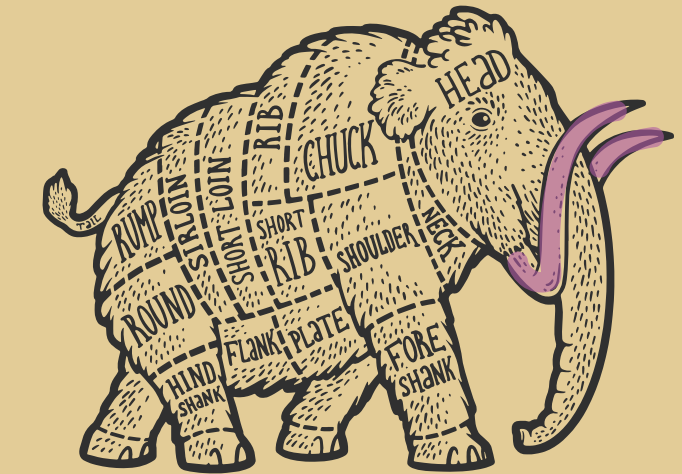
"Now we're talking!"



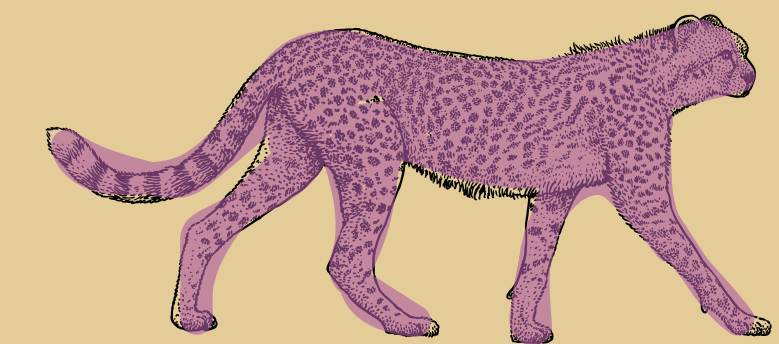
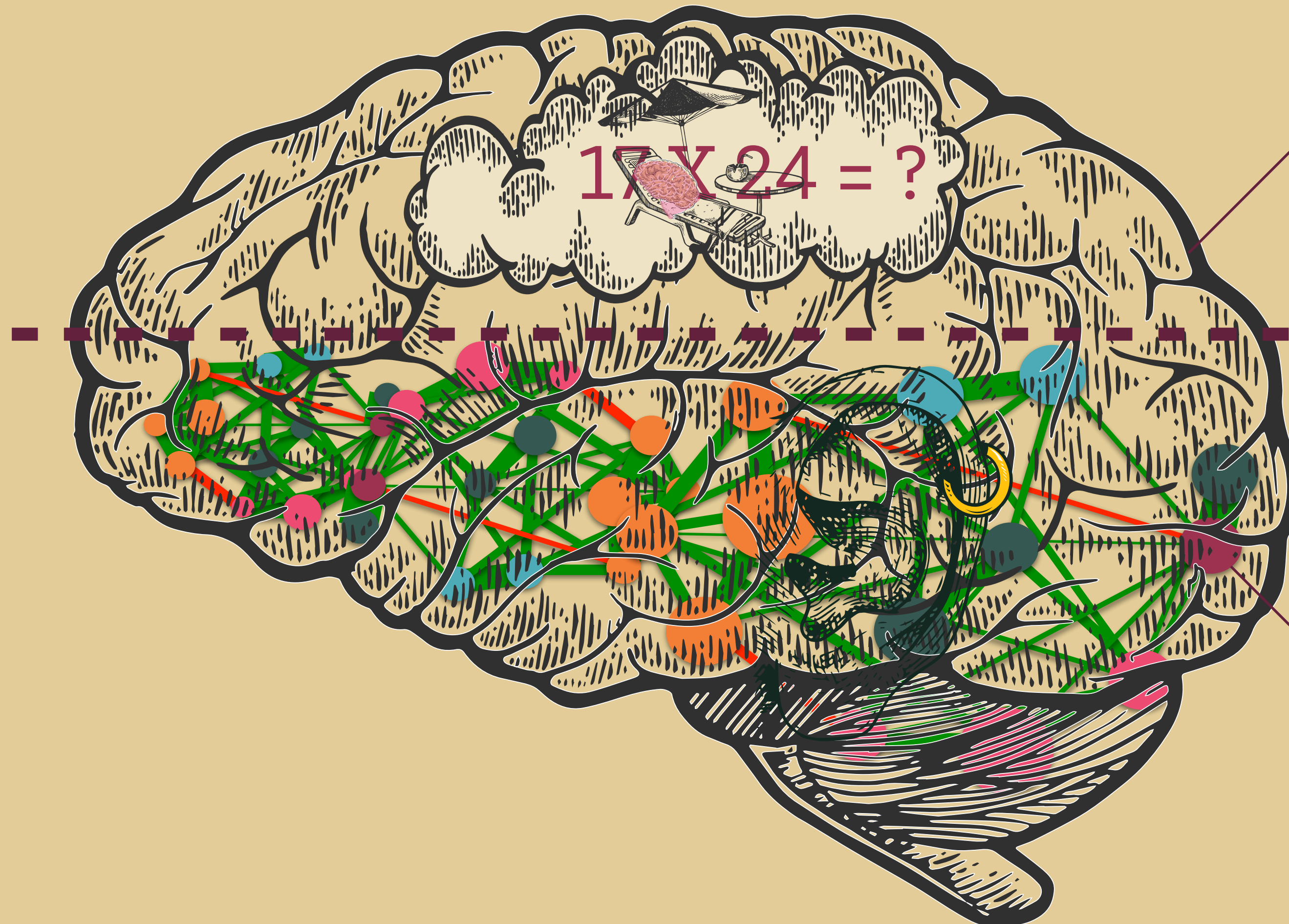
But first... the update



But first... the update

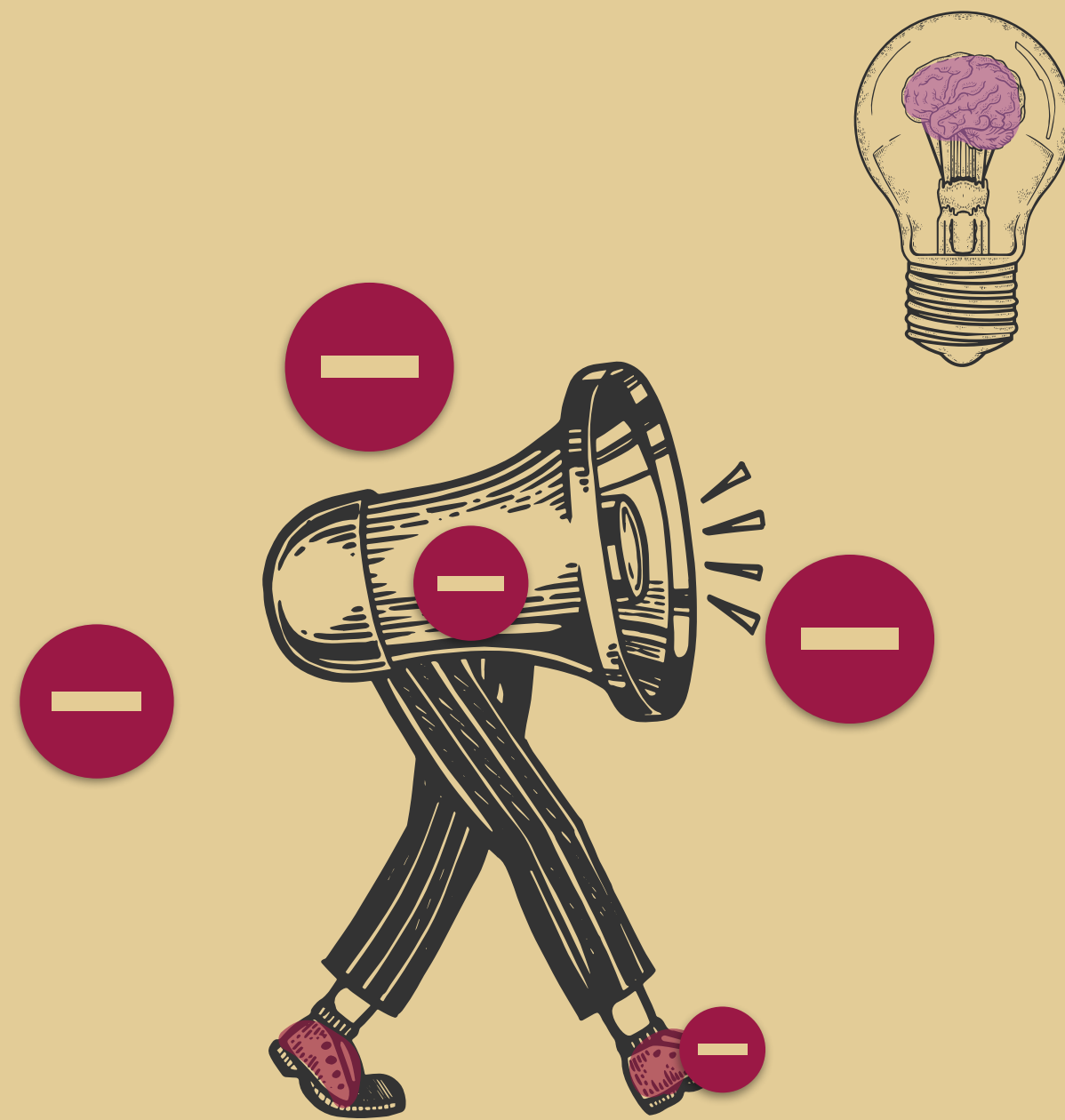


Slow Thinking
Conscious
Ratio



Fast Thinking
Associative
Affective
Automatic

Affective Contagion



Sender

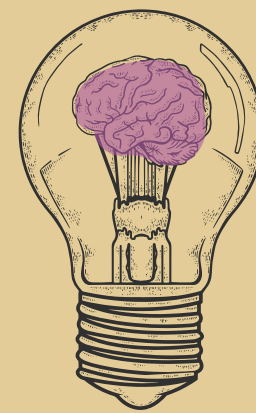


Receiver

Affective Contagion



Sender



Receiver

Bias



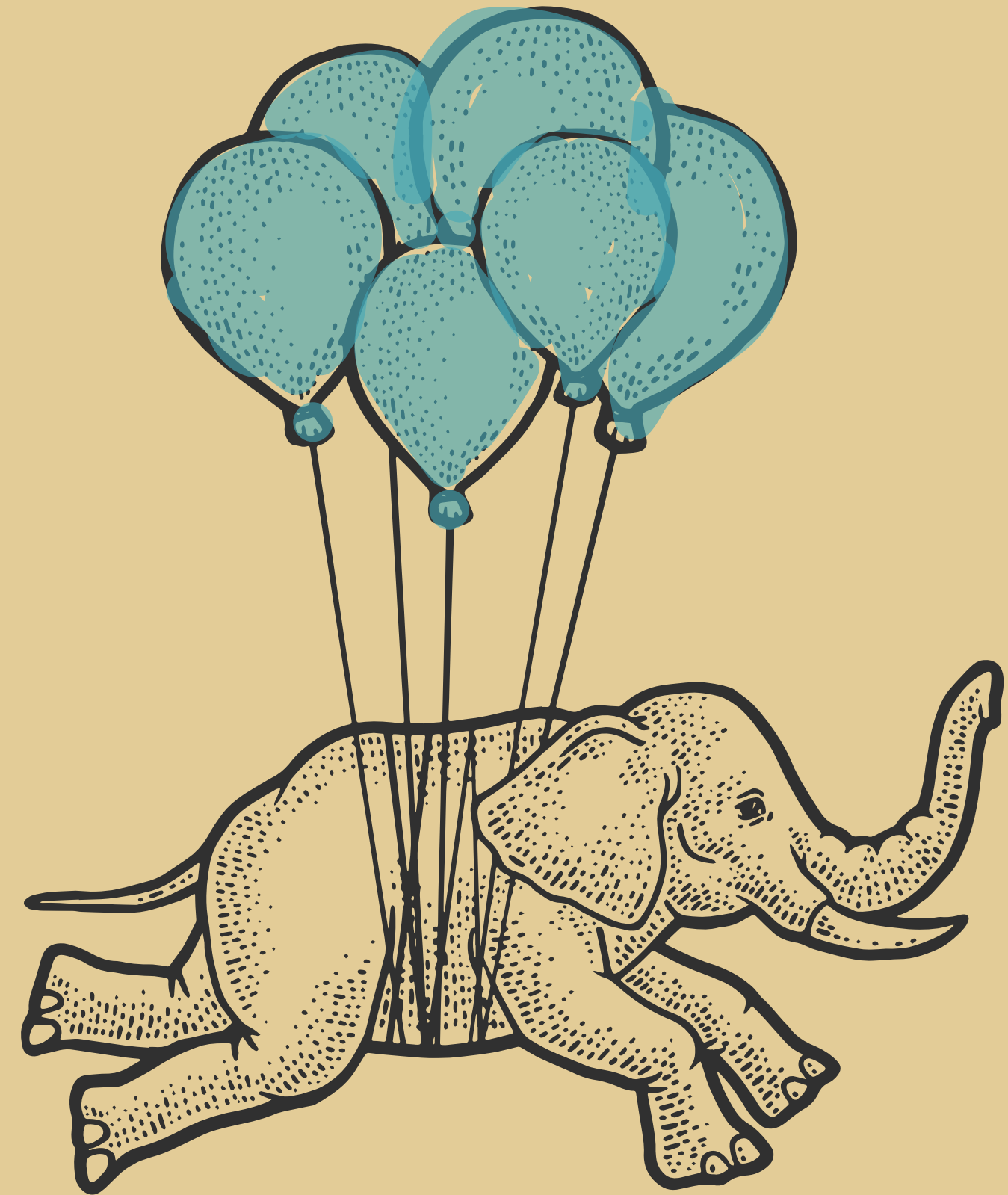
"Okay, I get that. But how could I use that in my advantage?"



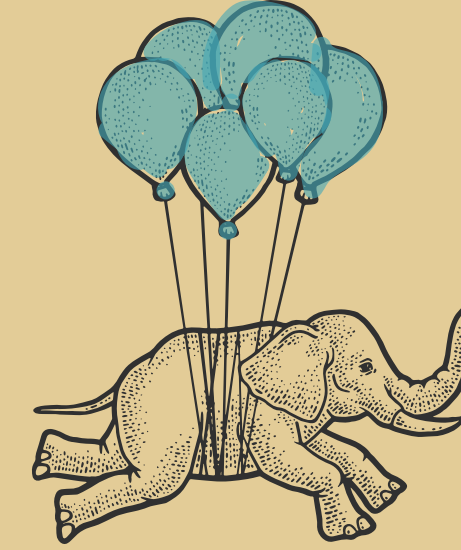
Indeed, how could you?....



Now we know
what to do,
how can you
turn your ideas
into stories?



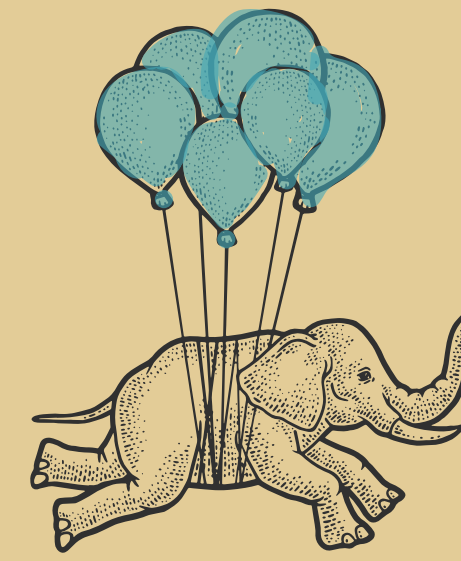
Indeed...
stories matter



"Here's a statistic worth remembering:
in a presentation, 5% of people remembered a statistic, but 63% of people remembered a story."

-Adam Grant
Professor in organizational psychology

Put your
message
into this kind
of structure



Intro theme

Theme is important

But there's **a problem**

It's a big, **serious problem**

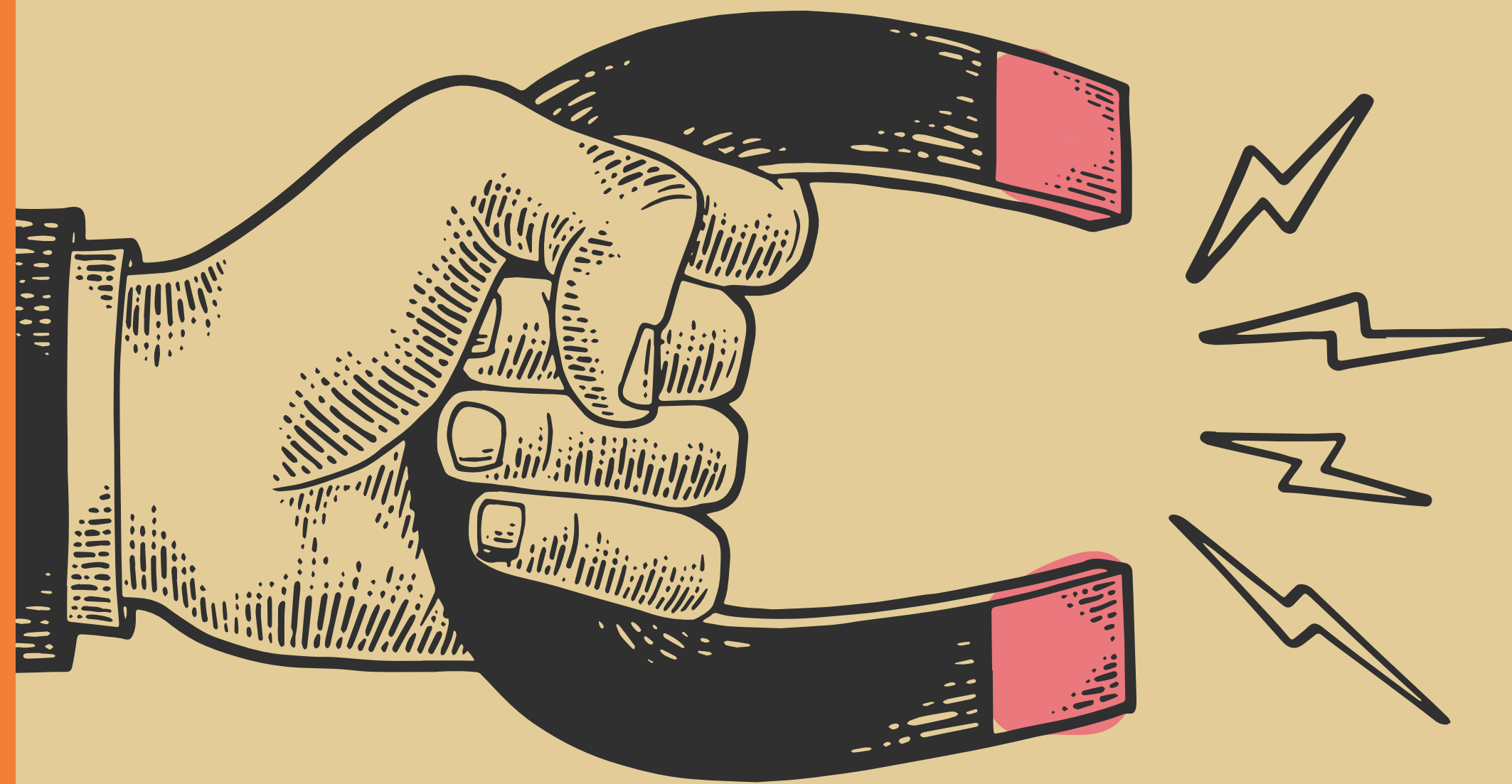
Luckily we have the **solution**

This is a really **good solution** because

Taken together

Callback

Now
combine that with
charisma
techniques



Charisma Techniques



Techniques predict judgement and behaviour

Charisma Techniques

Techniques predict judgement and behaviour

Metaphores

Anecdotes

Moral conviction

Collective sentiments

High expectations

Self confidence

Contrasts

Lists

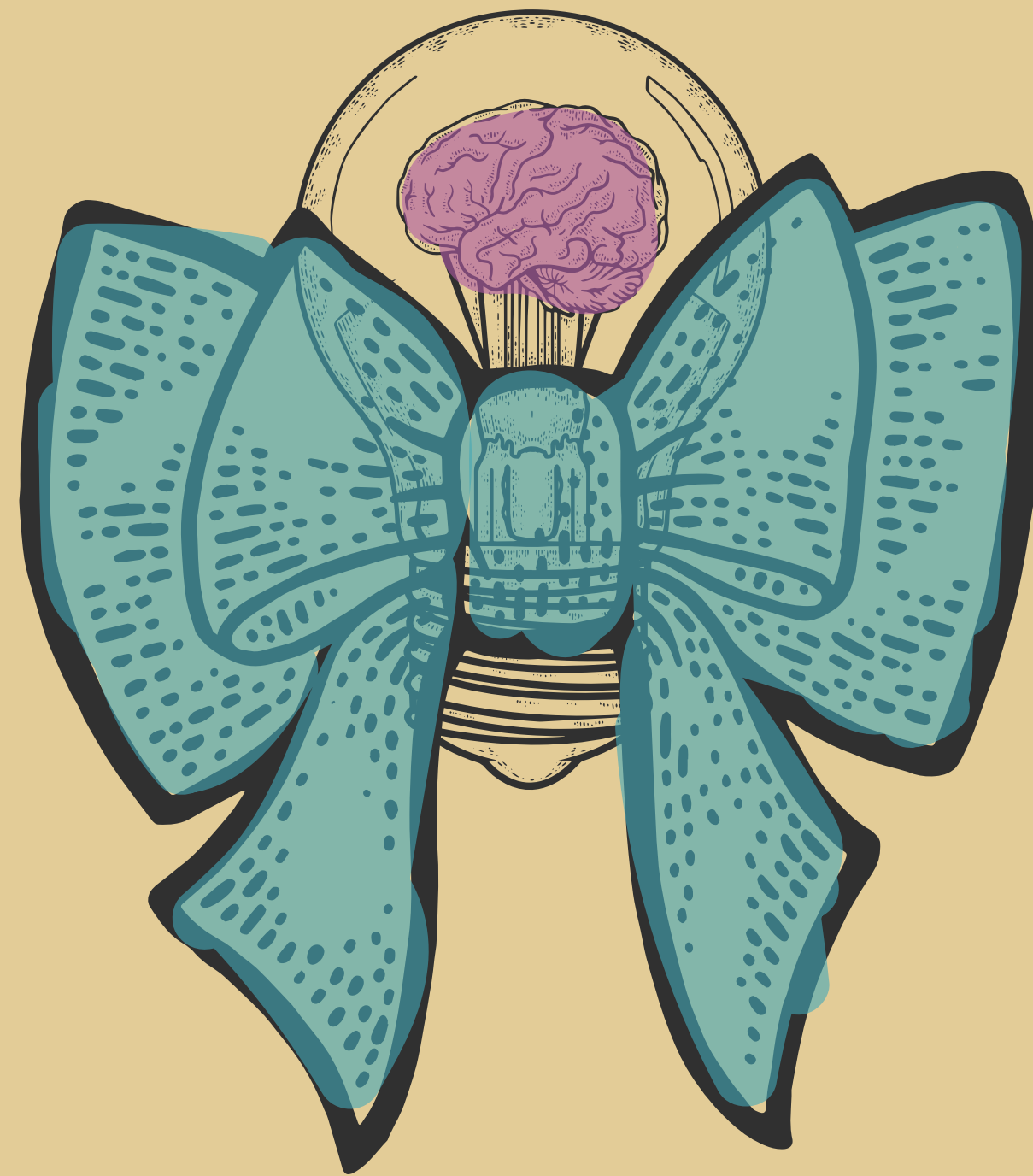
Rhetorical questions

Bodily movements

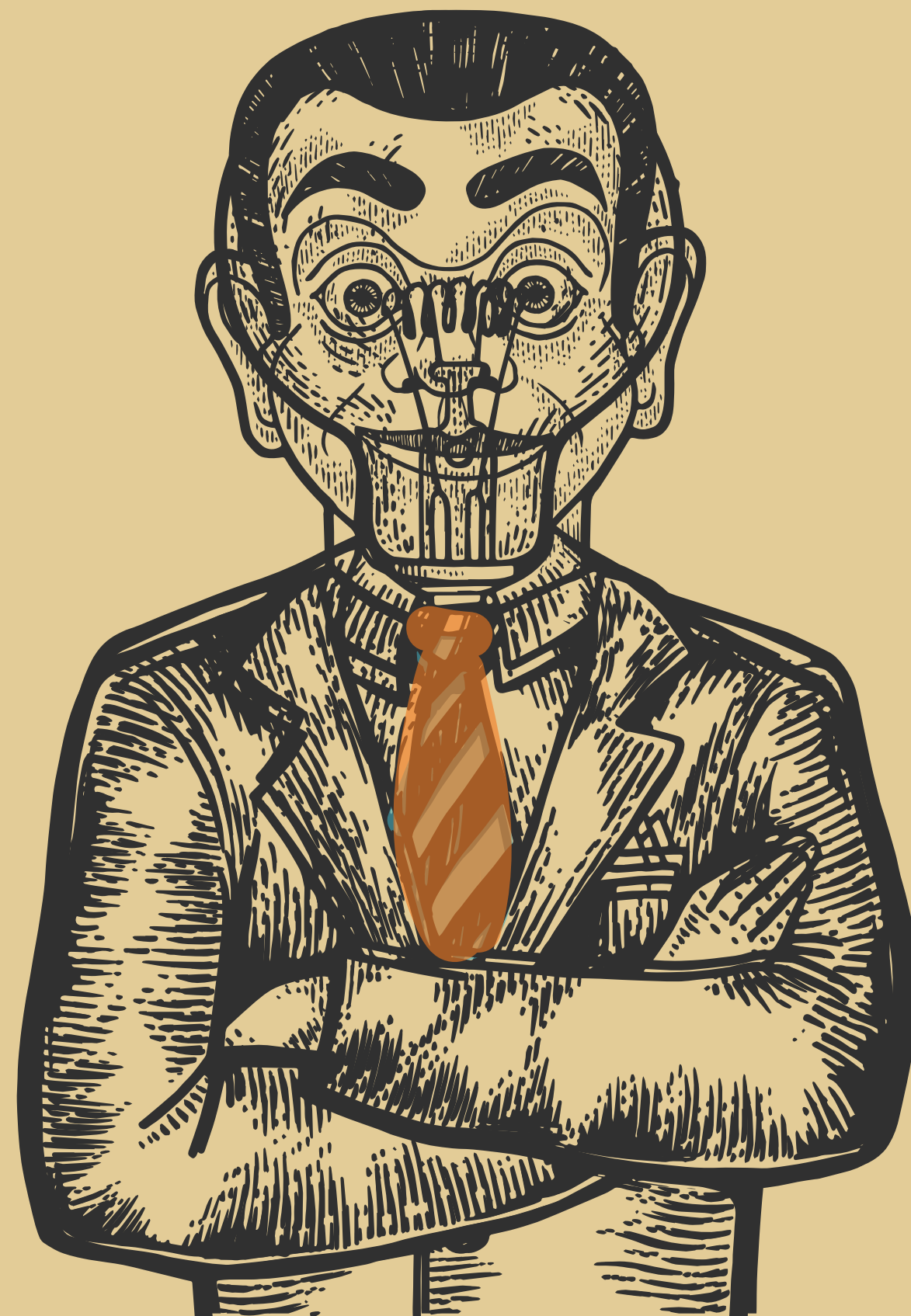
Facial expressions

Use of voice

With these tools you can get people engaged



With these tools you can get people engaged



"Alright, now I can start experimenting with the tools. Any last tips & tricks?"



Hmm, let me see...



Just remember

...

Focus on **vision** and common goals

Work with briefings (**feed forward**)

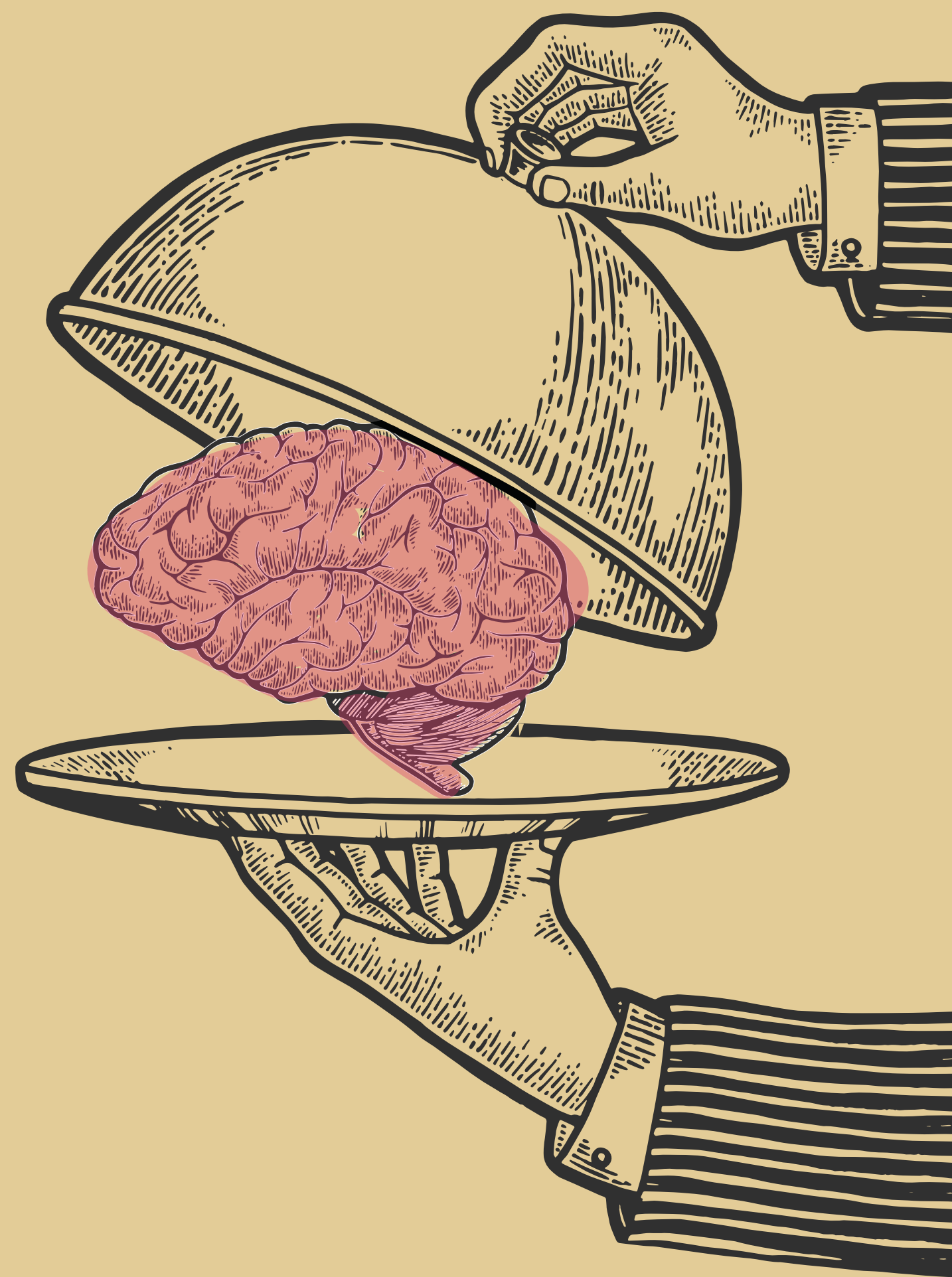
Stimulate **individual preparation**

Show vulnerability (**Create safety**)

Strive towards **constructive controversy**

Use **stories** and **frame** your message

Experiment with **Charisma Techniques**



THE FORGE

Questions?

michael@theforge.be



THE FORGE

Science infused creativity

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GHENT
UNIVERSITY

Spin-off

geert@theforge.be

michael@theforge.be



The Forty Two podcast:
www.thisisfortytwo.com

1. **Metaphores:** "Our project is a bit like an aquarium..."
2. **Anecdotes:** "The first day I came to work here..."
3. **Moral convictions:** "We really need to make a difference!"
4. **Collective sentiments:** "We all know that this is a difficult time..."
5. **Confidence:** "I'm really convinced that if we do this, that we will..."
6. **High expectations:** "This way, we're not only... but also..."
7. **Contrasts:** "I'm not here to ..., but to..." / "Look at what... does" / We used to do it really differently..."
8. **Lists of three:** "...for our knowledge, productivity and profit."
9. **Rhetorical questions:** "What should we do then?"
10. Facial expression: **variation / contrast**
11. Body movement: **variation / contrast**
12. Voice pitch: **variation / contrast**

Use pauses (min. 2 sec.) as a tool to direct your audience!

The Forge Pitch Template

Intro + Theme: Start your story in a surprising way: e.g. tell a personal anecdote. Start with something completely different, but work towards the theme of your pitch. **Techniques 2, 4, 9**

Theme is important: Explain why the theme that your team has been working on is so important. **Techniques 1, 3, 8**

But there's a problem: However, there's a problem. What is that problem exactly? Which problem did your team tackle. **Techniques 1, 2, 7**

And it's a serious problem: Explain why this is a really serious problem and which consequence it brings along (short term and long term). **Techniques 7, 8**

Luckily our team has the solution: Present your solution to the problem. **Techniques 1, 9**

And it's a really good solution: Why is your solution not just a normal one, but a really great solution with several positive consequences? **Techniques 3, 4, 5, 6, 7, 8**

An end to remember: End in a surprising way. End with a joke or a callback to a metaphor or your personal anecdote. **Techniques 1, 2, 3, 4, 5, 6**

Question on content: michael@theforge.be

Want to organise a workshop for another group or would you like personal coaching on public speaking or writing? Geert@theforge.be