



Innovation Possible

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**Behavior =
Personality x Environment**

(Kurt Lewin)

Source:

Innovation as Usual: How to Help Your People Bring Great Ideas to Life
by Paddy Miller and Thomas Wedell-Wedellsborg

**“Only way to change
behavior is to change
the system”**

Source:

Innovation as Usual: How to Help Your People Bring Great Ideas to Life

by Paddy Miller and Thomas Wedell-Wedellsborg

**“Innovation process is
like a tangled garden
hose.”**

Source:

Innovation as Usual: How to Help Your People Bring Great Ideas to Life

by Paddy Miller and Thomas Wedell-Wedellsborg

**Hard to change culture
when there are “love
affairs with status quo
even after the quo has
lost its status”**

Source:

Gerard Tellis, Professor University of Southern California

Innovation survey (Jan 2016)

“I am innovative, but ADB as an organization is not”

- Why the disconnect?
- Bureaucracy and pressure holds us back

Quotes from the Innovation survey





- ADB killed creativity I had when I started
- If you deviate from norm, you are not going to be confirmed!
- You are there to finish the job.
- Lack of political will in management
- Simply too many hurdles for new ideas
- After you give up - go with the flow

Staff Engagement Survey (2015)

Category: INNOVATION

Breakdown by Role

Variance (%) vs. ADB Overall 2015

| ADB Overall (N=2,580) | IS (9-10) (N=39) | IS (7-8) (N=116) | IS (5-6) (N=404) | IS (1-4) (N=297) | NS (3-7) (N=309) | NS (1-2) (N=338) | AS (N=1,077) |
|--------------------------|-------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------|---------------------|---------------------------------------------------------------------------------------|
| 62 | 17* | 0 | -16* | -13* | 1 | 2 | 8* |
| |  | |  |  | | |  |

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to

Foster Innovation

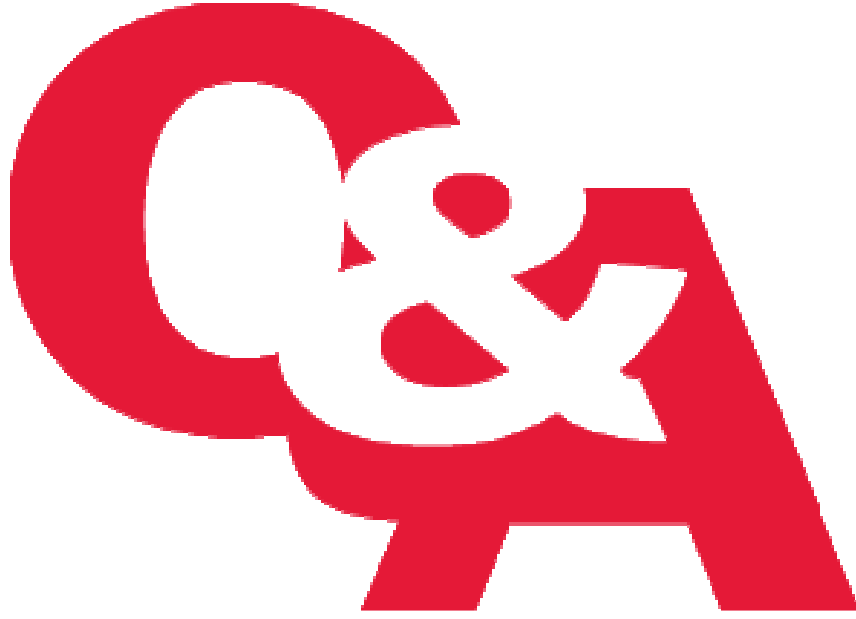
1. "Angel" managers

2. Taking risks without manager support

**3. Performance
evaluation that
supports innovation**

4. Taking risks in a top-down bureaucracy

**5. It's not just you--
other people matter**



Thank
you
😊