

Using the Macroinnovation Method: Some Examples

July 2, 2003

1. Ethodiversity (I*)

Policy: Establish a policy which declares the importance to the organization of diversity in employee values and worldviews.

Program: Implement this policy by establishing a program that (a) defines related targets for the organization (i.e., an ethnographic mix), and (b) seeks to reach and sustain such levels via associated recruiting, hiring, and retention practices.

Example: In general, Ross Ashby's Principle of Requisite Variety, according to which an organization (or system), in order to survive, must be at least as complex as the market (or environment) in which it operates. Many universities employ this principle in their admissions practices. Note also that this is not the same as *ethnodiversity*, which focuses more on race, nationality, and other surface-level considerations. By contrast, *ethodiversity* is diversity in values and worldviews.

2. Connectedness (I*)

Policy: Establish a policy which declares the importance of connectivity between employees and other stakeholders in the organization, and which seeks to ensure opportunities for employees to communicate with one another on an as-needed basis.

Program: Implement this policy by providing communications and collaboration tools to all employees, including related technology infrastructures.

Example: Most organizations already do this by way of telephony, e-mail, and other systems that support interaction and collaboration amongst employees and other stakeholders.

3. Community Formation (I*)

Policy: Establish a policy which declares the value of Communities of Practice, Knowledge, Interest, Inquiry, etc. to the organization, especially self-organized ones.

Program: Implement this policy by establishing a formal Communities of Practice (etc.) program, including organizational resources and support required by employees to create, join, and/or participate in related activities.

Example: Deere & Company in Moline, IL, which encourages self-organizing Communities of Practice(CoP) by providing corporate assets and backing for them to form and operate. Many other organizations have CoP initiatives in place.

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4. Individual Learning (I*)

Policy: Establish a policy which declares a high value for self-directed employee learning, and which seeks to balance training mandated by management with discretionary educational pursuits defined by employees.

Program: Implement this policy by establishing a program which permits employees, with full organizational support, to pursue learning agendas of their own choosing.

Example: 3M Company in Minneapolis, MN, whose 'Fifteen Percent Rule' program makes it possible for employees there to spend up to fifteen-percent of their time engaged in self-selected, self-managed learning.

5. Group Learning (I*)

Policy: Establish a policy, as a corollary to the Community Formation factor above, which declares the importance of team and group learning to the management and governance of the organization.

Program: Implement this policy by establishing a program which permits Communities of Practice, teams, and other groups to pursue group-level learning agendas of their own choosing, and which also integrates the results of their efforts in meaningful ways to the organization's formal management and governance functions.

Example: Again, Deere & Company in Moline, IL, which not only supports Community Formation, but also makes it possible for such Communities to have impact on related management processes and outcomes.

6. Knowledge Production (T&I*)

Policy: Establish a policy which declares the value of transparent, inclusive, and enterprise-wide learning to the performance of the organization.

Program: Implement this policy by launching a variety of programs which (a) make the distinction between organizational learning and organizational management, (b) treat and support learning as an enterprise-wide process, (c) integrate individual and group learning activities and outcomes (per above) with management- and governance-level learning, and (d) accomplish of all this without undermining management authority. The goal of these programs should be to more fully harness the learning and innovation potential of the entire organization.

Example: Nucor Steel in Charlotte, NC, which gets most of its innovations from the factory floor instead of an R&D function. Also, Mitsubishi in Normal, IL, which relied on employee input and participation in problem solving to help turn this plant around from near collapse to the fastest-growing Japanese automaker in the U.S.

7. Knowledge Sharing (T*)

Policy: Establish a policy which declares the importance of information disclosure to the organization's stakeholders.

Program: Implement this policy by taking steps to enhance information and knowledge disclosure, including the use of technology, event, and publication solutions to do so. Special emphasis should be placed on enhancing top-down disclosures of decisions reached by directors and managers, as well as bottom-up, or inside-out, disclosures of employee perspectives on the same or other matters.

Example: Buckman Laboratories, Inc., a chemical company in Memphis, TN, which has achieved near legendary status in the Knowledge Management arena based on its knowledge sharing practices and their impact on performance. Separately, enhancements in knowledge sharing and disclosure practices are now being tied to corporate accountability improvement efforts, including the Sarbanes-Oxley Act of 2002, according to which mandatory disclosure of certain financial information is now required of public companies.

8. Knowledge Entitlement (I*)

Policy: Establish a policy which declares the organization's commitment to sharing the title to, and value of, its intellectual capital (IC) with employees and other stakeholders who help to create it.

Program: Implement this policy by establishing programs which make it possible for employees and other stakeholders who contribute to IC development to (a) receive authorship credit, such as co-inventor status on patents, and (b) share in the economic rewards of IC. One-sided Intellectual Property agreements that restrict title and benefits of IC to employers, only, should be revoked and reformed.

Example: Innocentive, Inc., an e-business venture of Eli Lilly & Company, through which Lilly actively recruits third parties to help co-develop new pharmaceuticals and other products. Lilly's willingness to give up exclusivity of ownership and other entitlements has been key to the success of this enterprise.

***Note:**

I = *Inclusiveness* factor, meaning that the variable involved enhances organizational learning, innovation, adaptation, and performance by improving stakeholder access to business processes and related information.

T = *Transparency* factor, meaning that the variable involved enhances organizational learning, innovation, adaptation, and performance by improving the visibility of, and access to, business processes and related information for stakeholders.