

Performance Science & Innovation

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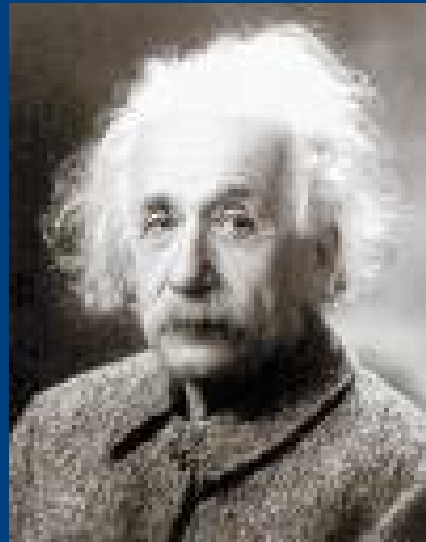


**Why are we focused on
the concept of
'Innovation'?**



The problems of today will not be solved by the same thinking that produced the problems in the first place

– Albert Einstein



The practical reasons

- It takes 5 years for the full life cycle of an innovation to come to market for most industries... just about ready for 2012...? (Booz, Allen, Hamilton, 2006)
- Quality of UK sports science and research system (HET reports, 2006; DTI, 2007)
- History of 'sports science research' funding in the UK... or lack of...
- Impact of sports science research on practice? (Bishop et al, 2006)
- UK industry – traditionally viewed as 'poor' in key indicators of innovation, e.g. R&D spend and patents (NESTA, 2006)... but are these the right measures?
- Your own strengths!!
 - UK science research ranked 2nd only to US (DTI, 2007)
 - Major industry strongholds – aerospace, defence, automotive (Patent scorecard, 2006)



How do you develop an innovative culture?

1. Create a place where people want to bring ideas

- ‘Hot Spots’ (Gratton, 2000)
- Google’s 20 % time?

2. ‘Coach’ people how to think ‘differently’

- A mindset to break ‘academic’ thinking
- Encourage people to make decisions they (and not YOU) want?

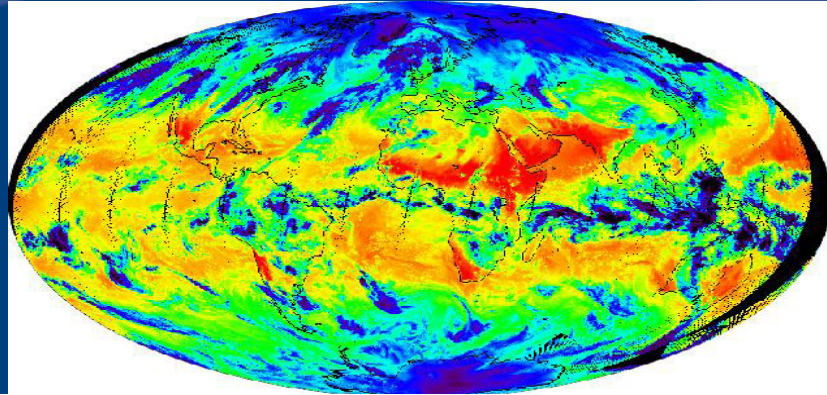


Innovation has nothing to do with how many R&D dollars you have. When Apple came up with the Mac, IBM was spending at least 100 times more on R&D. It's not about money. It's about the people you have, how you're led, and how much you get it.

- Steve Jobs, Fortune, Nov. 9, 1998



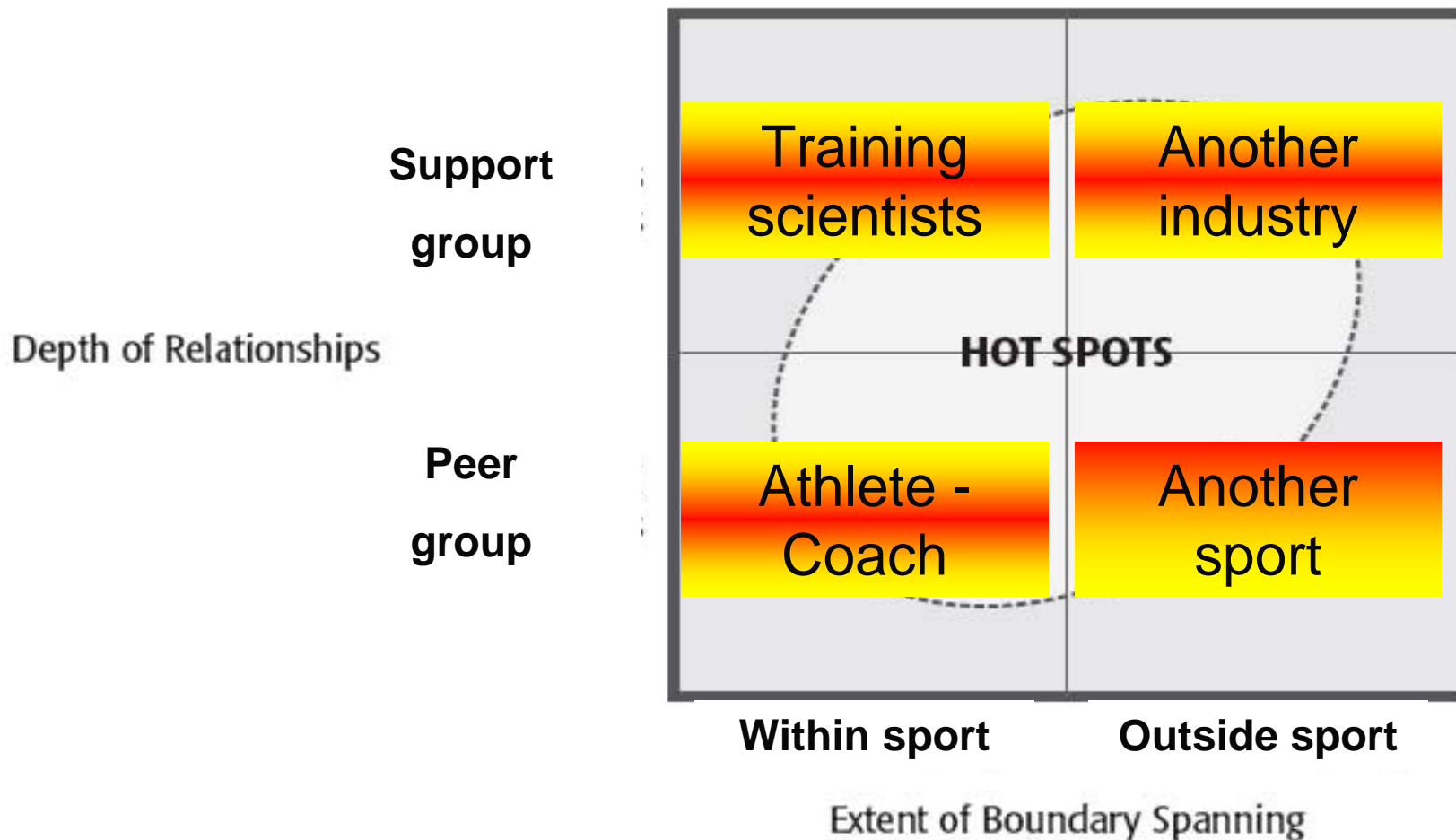
Creating an Innovative Culture: Hot Spots!



*Hot Spots = (Cooperative Mindset x Boundary Spanning x
Igniting Purpose) x Productive Capacity*



So what does it really look like in practice?



Does it work?

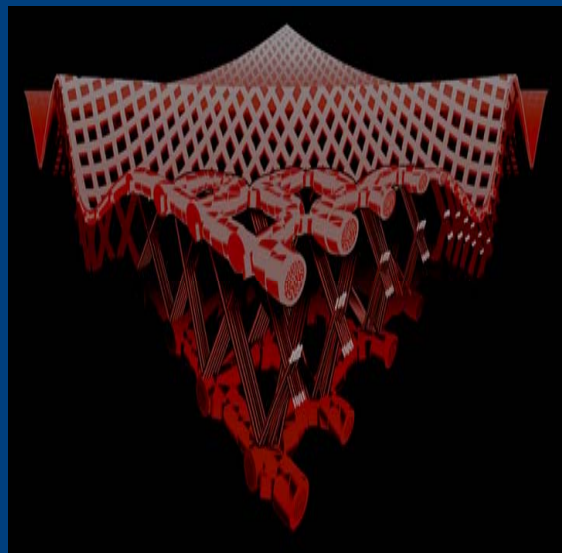
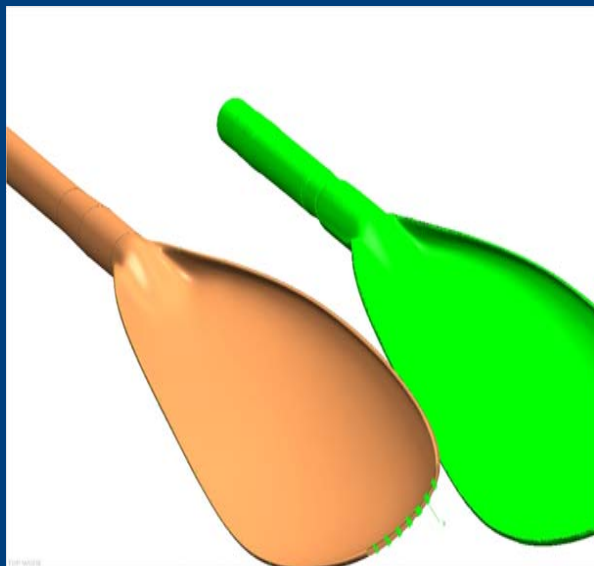
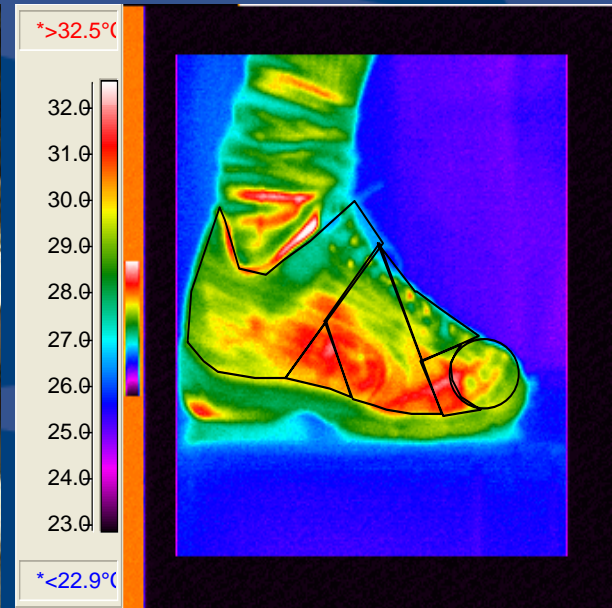
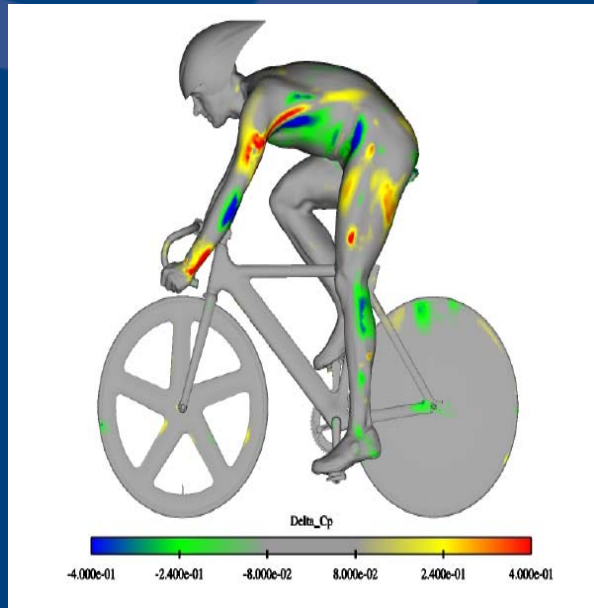
- You CANNOT force 'hot spots' – they happen on their own BUT you can encourage them through changes in:
 - Structure, Practices, Processes
 - The way decisions are made
 - Resources
- Increase probability of 'hot spots' by:
 - Ways you design and structure tasks
 - How feedback is given
 - How technology is used to support the 'hot spot' community
- Which groups tend to be most productive?
- Which ones tend to be most innovative?



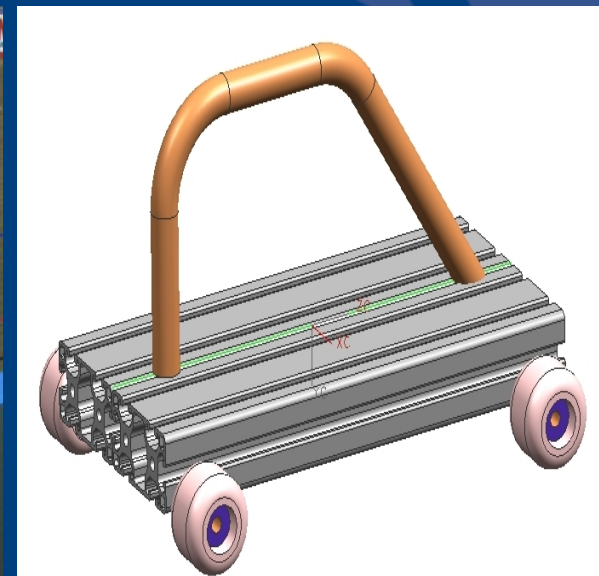
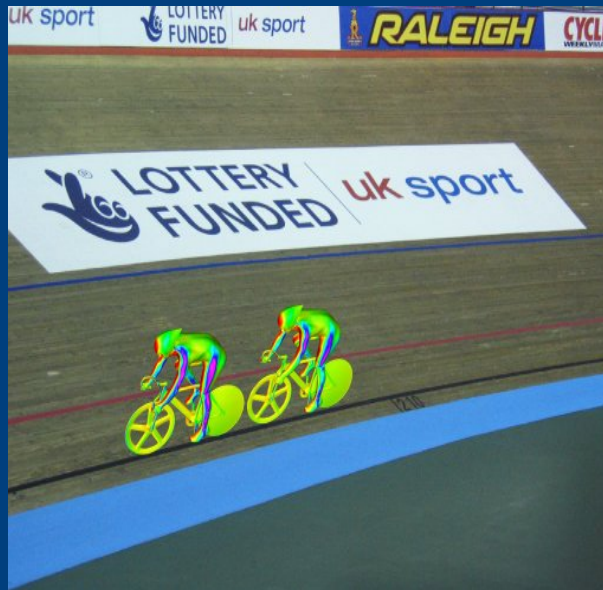
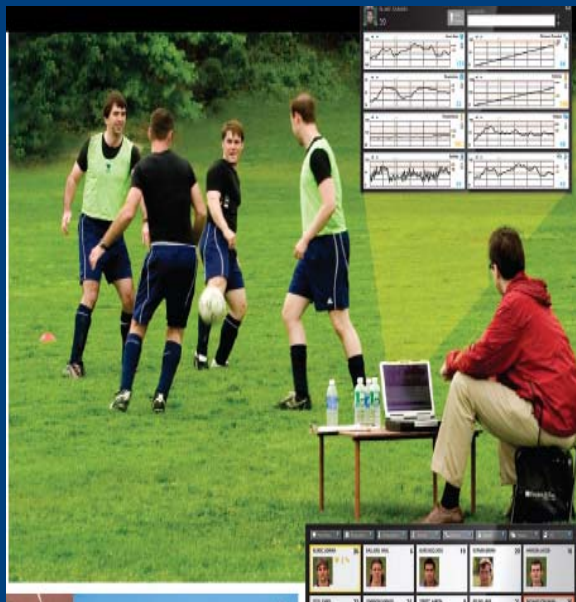
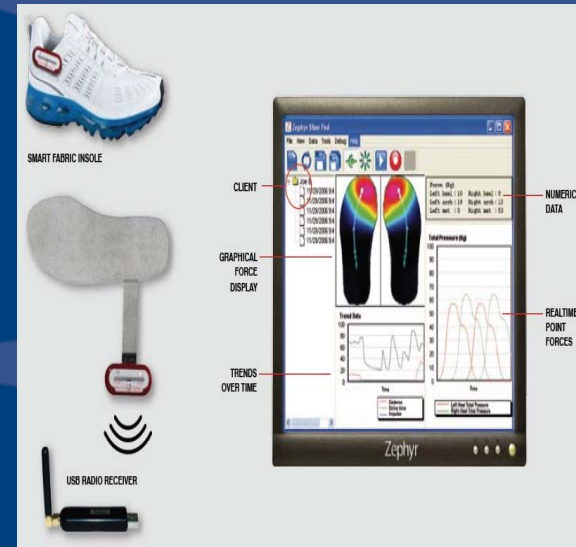
How do we support that innovation?



What does it really look like?



What does it really look like?



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谢谢

