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# CREATIVITY SPHERE

Creativity is the ultimate skill of mankind  
(However there is nothing called ultimate in creativity)

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## Innovation is free

Organisations are under continuous pressure to find new ways of growth in an increasingly demanding and competitive business environment. One easy and free way is innovation. Yes, innovation is free.

One of the still-continuing issues among experts is whether innovation advantage is primarily rooted in talented people or in the process (organisation.) While both the groups are fighting, we can easily understand that it is not 'either' or 'or,' but it is 'and.' So the focus ought to be on both.

The process is goal oriented; it is designed to attain a solution to a problem. The people are the resources that determine the solution. The process remains the same, but the approach that the people use will vary. For example, sometimes they will adapt a solution, and at other times they will formulate a highly innovative solution.

Four climate-setting factors are found to be fundamental to the success of all innovative firms – placing people and ideas at the heart of the management philosophy, giving people room to grow and to try new things, building a strong sense of openness and trust across the organisation, and facilitating internal mobility of talent.

Just to refresh, as listed by Constantinos Markides, the radical innovators are characterised by cultures that promote experimentation and risk taking; structures that are loose and decentralised, with limited hierarchy; internal processes that are directed toward the generation, selection, and development of ideas; planning processes that are flexible and adaptable; incentives

that reward new ideas and do not punish failures; people that are enthusiastic about new technologies and are eager to bet on seriously speculative projects in an effort to push the technological frontier beyond current knowledge; and small, entrepreneurial, task-oriented teams that try out experiments without worrying about efficiencies or profits.

The buck starts at the top, the business leader. Starting with 3M, be it Wal-Mart or Nokia, Sony or Glaxo, Proctor & Gamble or Monsanto, Xerox or Honda, the initiative for innovation has always started from the top.

3M, with over 60,000 products based on 34 technological platforms, is still the benchmark for several organisations. Following the roots of 3M, Nokia has started declaring to its people 'you are allowed to make a mistake.' The tendency is to ask not why did you fail, but what did you learn? The sense of community at Nokia is that you can trust your colleagues, peers and people around you, which "makes it possible to take pretty big risks"

Do you have a "THINKubator" in your company? Gerald Haman created the "THINKubator" – a play ground where business people, entrepreneurs, and the like can go to escape the dull environment of offices and "can't doers." The playground houses comfortable seating, toys, fun pictures and overall, offers an environment that favours brain stimulation and idea creation. It must work, because Gerald Human has developed numerous products for Procter & Gamble and Arthur Anderson.

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Try to learn something about everything and everything about something. -  
Thomas H. Huxley

Recognising people is the key to success in anything, leave alone innovation. Praise is free. Suppose, you have a culture which is risk averse, where people are reluctant to try new things for fear of failure. Find someone who tried something that did not work and then call them out at an all hands meeting: "Gopal tried an experiment. Unfortunately, it did not work. But you know what? Trying things is exactly what we need around here. I want to say well done to Gopal for having the guts to push this prototype. We have learned a valuable lesson. If we are going to be innovative, we must try more things and be ready to cope with some inevitable setbacks along the way. So let's have a big round of applause and hear it for Gopal!"

This is much more powerful than praising those whose initiatives succeeded – though we should certainly do that too. By praising someone for failing we are sending a strong message that countervails the current culture. See if you can find someone to praise for: Coming up with some great ideas, Trying something new, Challenging the conventional way of thinking, Bringing an external idea into the company, Collaborating with a different department or organisation, Taking a risk, Making something happen. Praise is one of the most powerful weapons in the leader's armour. It should be used often. In innovative organisations, peer recognition tends to be the most powerful motivators of all.

Following Blue Ocean Strategy is a major reason for the success of many innovative companies. They searched for businesses in uncontested, virgin market space. Chan King and Renee Mouborgne describe the metaphors of blue ocean as markets not in existence today, where demand is created rather than fought over. Red oceans are businesses existing today – boundaries are defined and competitive rules are known. Cut-throat competition turns the ocean bloody, which gives it the term 'red ocean.' For e.g. Mobile phone companies were following red ocean strategy and were providing calls at one rupee a minute, then 60 paise a minute, 49 paise, 29 paise etc., whereas Cavinkare made multinational giants worth billions blink with its blue ocean strategy. The total penetration of shampoo in India was only 14 percent, where established players like Hindustan Unilever and Proctor &

Gamble were fighting. Cavinkare wanted to penetrate the remaining. They found the main barrier for the rest to use shampoo was the price in terms of Rs 30 or 40 a bottle. What about offering shampoo in 50 paise sachets? Captain Gopinath focused on the common man for his services, whereas flying was confined only to the top layer of people in India, and Jet Airways and Indian Airlines were fighting among themselves. The rest is history.

Another favourite practice comes from the Australian software company Atlassian. Once a quarter, they say to their software developers: "For the next 24 hours, go and work on whatever you want, any way you want, with whomsoever you want". All the company asks is that people show what they've created to the rest of the company at the end of those 24 hours. They call these things "FedEx Days," because you have to deliver something overnight. It turns out that those one-day bursts of intense, undiluted autonomy have produced more innovation and creativity than just about anything else the company has done.

Maintaining a balance between innovation and efficiency is a dynamic challenge in most organisations. As Brian Leavy observes, at General Electric (GE) the pendulum cycled from tight to loose and back again over several eras. The GE that Jack Welch inherited was financially strong, but a company in which procedure was dominant and the culture pervaded by control. Welch spent much of his tenure pruning and simplifying the GE corporate management model as he tried to breathe the soul of the small innovative firm back into the large company body. The biggest payoff from his effort was less the \$40 million savings in bureaucratic overhead than "the sudden release of talent and energy that poured out after all the dampers, valves and barriers had been removed," and the emphasis on innovation and risk-taking at GE has since been elevated to a whole new level, through corporate-wide initiative such as "imagination breakthrough."<sup>\*</sup>



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Learning is finding out what you already know. Doing is demonstrating that you know it. Teaching is reminding others that they know it just as well as you. You are all learners, doers, and teachers - Richard Bach

## Discussions - Competition 63

What are the differences between 100 and 1000? There are at least 15 differences. Think of them and send me the list. (CS 63)

1. Three digits: four digits
2. Two zeros: three zeros
3. Binary values are different (four and eight)
4. From left, third digit is 1 : 0
5. In chronological order 100 comes first and 1000 next
6. 100 is used as percentage for perfect, but 1000 for extraordinary
7. 100 rupees note is smaller than 1000 rupees note
8. 100 Paise make one rupee and 1000 make 10 rupees
9. Human can live till 100 but not 1000
10. 100 Rupees note was printed first and then 1000
11. In school, each subject has been evaluated with 100, but not 1000
12. In computer/electronic system 100 will occupy less space than 1000
13. 100 will call it as century, but 1000 is a millennium
14. Roman letter for 100 is C and for 1000, it is M
15. Earning 100 rupees is easier than 1000
16. One can go to Multiplex theatres with 1000 rupees, but not with 100
17. People will remember most of the things happened within 100 years, but rare in 1000 years
18. 100 years back, India was ruled by British, but not 1000 years back
19. A heavy person can lift 100 Kg but not 1000 kg
20. A public speaker will be happy if there are 1000 audience, but not for 100.
21. I will be happy if I found 100 rupees on the road, but will be more happy if I found 1000 rupees
22. An ordinary Flight can carry 100 people but not 1000
23. When written in words 1000 has one alphabet more than 100
24. Log of 1000 is three, while log of 100 is two
25. 100 is perfect square of 10 whereas 1000 is not.
26. 1000 is perfect cube of 10 whereas 100 is not.
27. Computer bytes always changes over 1000 not on 100 i.e. 1000 byte = 1Kb, 1000 kb= 1 Mb
28. Unit conversion of Mega number always changes in multiples of 1000, not in 100.  
million - Billion - trillion
29. 100 is centi. , while 1000 is kilo
30. In 100 there are 25 primes, while in 1000 there are 168
31. In Hexadecimal 100 is equal to '64', while 1000 is equal to '3E8'
32. In Binary format 100 is equal to '01100100', while 1000 is equal to '001111101000'
33. With 100 we can make a face with two eyes and a nose, while with 1000 we can make a face with two eyes, one nose and one mouth
34. 900
35. 100 is the smallest three digit number, 1000 is the smallest four digit number
36. Number of vowels two, three
37. The word 'red' is present in 100, but absent in 1000
38. The word 'and' is absent in 100, but present in 1000
39. The word 'sand' is absent in 100, but present in 1000

**Congratulations:** Sathiyamurthi L of Coimbatore (22 differences), Krishna Mohan (14), Yaswant Kumar (15), P Veerasenan (8), Swarupanand Sewalkar (14), R Sreedharan of Chennai (20), P K Tripathy (16), R V Srinivasan (23), Guruparan of Chennai (6), Srilatha of Hyderabad (20), S Chatterjee of Durgapur (12), S K Bansal of Raipur (8), V Pandya of Daman (10), A Krish of Vijayawada (9), A Maruthu of Madurai (11), S S Puri (7), Manoj Kapoor (6), S K Kale (8), Madhumita (11), Gowri (10) and S Mohan of Hyderabad (14)

### Ringling the changes

On 10 March 1875, Alexander Graham Bell called to his assistant, "Mr Watson, come here, I want you." Nothing unusual about that – except that the exchange was the world's first telephone conversation. Excited by their discovery, Bell and Watson demonstrated their invention to senior executives at Western Union. The executives' written reply said: "After careful consideration of your invention, which is very interesting novelty, we have come to the conclusion that it has no commercial possibilities. We see no future for an electrical toy." Graham Bell went on to found AT & T, which grew over the next 20 years to become the largest corporation in the United States.

**Where success is concerned, people are not measured in inches, or pounds, or college degrees, or family background; they are measured by the size of their thinking. - Geoff Synder**

## Competition 64

# Recognizing Relationships

Many inventions and innovations are the result of the inventor's seeing new and different relationships among objects, processes, materials, technologies and people. Example – cell phone with camera. (Warning: Nokia has sold more cameras than Sony, Canon, Kodak, Samsung, Olympus, Nikon, Fuji etc., even though their main line of business is not cameras. Airtel has sold more music than HMV, Sa-Re-Ga-Ma etc. though their main business is not music. One can't say where the competitor is hidden – difficult to detect and even more difficult to beat?)

With this talent you can become an invisible competitor to an established player.

This talent can be developed by viewing things and people as existing in a complementary or oppositional relationship with other things and people. These relationships often lead to visions that result in new ideas, products, and services.

Analyze and elaborate on how the following pairs relate to each other in a complementary way: nut and bolt, husband and wife, chocolate cake and vanilla ice cream, butter and jelly, athlete and coach, humanity and water, winning and losing, television and overhead projector, and manager and worker.

## Letters

K Srinivasan: I need the previous editions of Creativity Sphere (CS). In your website some editions are missing.

CS 34 onwards all the issues are available in the website. Creativity Sphere was published in hard copy format up to CS 33. They are being converted in to soft copies and uploaded. It will take some time before it is completed. (Sometime is a very convenient phrase)

K Kashappa: After attending your training I started by using right brain in every situation and get several ways to solve the problem. Seeing the purpose of the activity also shows many ways.

V Kumarasubramaniam: I used to be in the 'freeze' zone more frequently than not. After attending your programme, now I am consciously moving to 'fight' zone. Many problems get easily solved than what I imagined them to be.

L Sathiyamurthi, Coimbatore: I have sent a list of 22 differences between 100 and 1000. My left brain asked me to stop at 15, but my right still saw the word "at least" and started digging more and more. I think I have covered few areas which can be expanded further and there will be definitely 1000 difference. Thanks a lot for keeping us to think and keep motivated. I am using your technique in my day to day work and to resolve most of the problems, especially people related issues.

R Badrinarayanan, Chennai: Thanks for your sincere follow up mail(thro' newsletter.) Please continue to send valuable thoughts and information for us to follow.

Kishore Chawla, Pune: After doing your two day programme, I am really fascinated with the energy levels you have put in me to use the right brain effectively and also the knowledge process where attitude is the crux of anything we do.

Dr V Jayan, Noida: In the article 'Why do I do what I do' you have captured human mind so nicely. On many occasions we come across such situations and in future I will (try to) do things willingly and not for sake of doing even if I don't like to do it. Let us find some value in every actions.

G L Ameta: I attended your training programme at J K Industries Limited, Kankroli, before 15 years. I am getting your news letter Creativity Sphere, (even after moving away from JKs,) regularly which is most useful to me for getting new ideas, inspiration and motivation.

Sairam, Vijayawada: Your messages give positive attitude and purpose of the job that gives immense pleasure and self satisfaction.

Devendra Shangari, Kolkata: CS is as usual irresistible. I very much like the connect between an activity and involvement.

K C Padmesh, Hosur: Why not we wish HAPPY MORNING or HAPPY EVENING everyday instead of good morning or good evening.

Siddh Nath Singh: I have put this article 'Why do I do what I do?' (CS 63) on our notice board so that our workers can read it. I am sure that this article will change their way of working.

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People don't care how much you know until they know how much you care.-  
Mike McNight

# Thus Spake ZARATHUSHTRA

(Zarathushtra is said to have lived in Greece about 600 BC)

FAITH is the belief in the unknown; belief is faith in the known

IMAGINATION, far from being false and deceptive, is the most accurate and truth telling faculty the human mind possesses.

PRAYER is a noble thought, an earnest desire, a pious longing.

CONTENTMENT is seeing everything in nothing.

DESIRE, in itself, is not evil. Desire is an incentive to actions and stimulant to active life.

WISDOM is the discerning exercise of knowledge. Neither deep learning nor profound knowledge is wisdom. Judicious use of knowledge makes for wisdom. Knowledge keeps the mind always young.

DOUBT with enquiring spirit what you cannot honestly believe. Believe whole heartedly what you cannot sincerely doubt.

The most HAPPY is he who most promotes the happiness of others.

WEALTH shines when the rich are humble and kind.

SUPERSTITION is born of ignorance and fear, and thrives the most when reason is asleep.

FIRE by ceaseless movement of its beams, reminds us that activity is life, stagnation is death.

TIME – He who learns nothing from the past will be punished by the future.

All impure THOUGHTS, impure words, and impure deeds spring from lack of knowledge and wisdom.

HANDS that work are much more precious than that pray. Man is born to work and prosper, not to rest and rust.

BLAME not fate for failure caused by your inadequacy and inefficiency.

## Letters

B Alwar, Chennai: Your programme was one of the best programmes I have ever attended - very much useful to make use of our knowledge in best possible way to achieve organisation goal; Also it is very much useful in personal life.

K K Gajpal, Rawan and Swami Dayal, Renukoot:

After reading, CS we feel energized.

Ashok Kumar, Chennai: Your programme was really awesome. There was so much that I learnt during this program. Where can I access some of the puzzles which you told that are available in the website?

Each issue of CS carries one or two puzzles in the name of competition, that calls for the use of imaginative brain. The back volumes of CS are available in 'Archives' of [WWW.creativitysphere.com](http://WWW.creativitysphere.com)

Shalini Mathur, Jaipur: After reading your article I asked myself why I did all that I have done, and found myself standing at the threshold of a big change, a positive change. I am thankful to you for finding answers to such questions and sharing with us. Kindly send me more of your articles because these have just changed my course of life.

Tapas Kumar Das, Mumbai: The article (Why...?) is thought provoking and a very good one. How

to instill sense of purpose in what I do in organization? Here are few thoughts:

- Do the organization has a sense of purpose as why is it in the business? Can the Leaders clarify and communicate? Can the organization empower employees down the line to build a sense of ownership? Can the top leaders be assisted and supported to build a sense of purpose? What specifics we can do on above?

Devidas Dhondu Satavalekar, Pune: Your training was an eye opener to many of my fellow colleagues. One of my friends even told that he got clues to work on some of his problems that he didn't even told you! I found it very much like attending a philosophical lecture series and I got highly impressed by your stories, the cat, bumble bee and many more.

Ajaya Gupta, USA: You have rightly pointed out that "How the why, what, how, if and buts etc in life works" and what are the learning challenges that we go through. Great Lessons to imbibe with fresh values and if how to use mind creatively our mysterious lives.

Shreevidhya Subramanian, Bengaluru: One more pearl and feather in your crown.

N Sukumar, Nashik: The article made me to think the way I work. I always enjoy my work, but your article really made me to think differently.

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The miracle is not that I finished, the miracle is that I had the courage to start. –  
*John Bingham*

# Letters

Neeta Zatakia: CS cultivates the process 'thinking'. It's simple, still innovative, refreshing and giving different angle to see the things around you.

K S Chakrvarthy: Thought provoking and puts us in a mood of "ponder over and reflection"

Jasvanth Surya, Pune: One thing struck after reading CS 63 "Give Life to your Actions."

Ashutosh Kumar: I found your piece of work as a TORCH in the dark fields of industrial working. After attending your classes, I also noticed the charm associated with my day to day acts. It is very satisfying that your experience is

enlightening us through INDIAN approach, otherwise it was difficult for me to understand why Indians don't have the lead role in MANAGEMENT teachings. Now I am not afraid.

Balakumarana Jayabalan, Chennai: Hearty thanks for meticulously connecting with us thru CS issues... I completely enjoy reading them, trust me it is very useful too.

K Hariharan, Kolkata: I feel more fresh and energetic and do everything I do with a purpose and enjoy it.

Harsh Puri, Bhopal: This edition is great as usual.. and your lead article really rocks!

**Thanks, the following have also sent mails appreciating CS:** Jc S Ramamoorthy of Erode, Abhay Rai of Renukoot, R Srivathsan of Sankari, Sanjay Sharma, Usmani Zahid of Pune, Ranjan K Mishra of Renukoot, S Nagaraj, Mahendrasinh Chavda of Kharach (Bharuch,) Kalpesh Rajyaguru, V Krishnan of Salem, L Selvam of Bangalore, K.K.Maurya of Renusagar, Bindhayabasini Rai Kuwar, Hitesh Mistry of Mumbai, Niraj Srivastava, S Senthil Kumar of Panipat, Ravi A.N. Raamanathan, Archana Jagannathan, Rateesh Kumar of Renusagar, Shubhangi Gadekar of Mumbai, R Latha of Mumbai, Sunitha Ramakrishnan of Pune, Michael Rajesh of Chennai, S Nagarajan of Coimbatore, Amita Nair of Chennai, Gopi Chand Maurya of Renukoot, Ashok K. Trisal, Vinod Nair of Jamshedpur, Jan Corera of Kolkata, Ashok Pamnani of Mumbai, Pawan Kumar Pandey of Renukoot, M A Ansari of Renukoot, Dinesh Korade of Pune, Devapriya Kannan, P C Maurya of Renusagar, Dr. P. Lakshminarayanan, K.S.Palani of Chennai, D.S.SoundaraRajan of Chennai, Ganesan Nagaraj of Chennai, T.Shanmugavel of Coimbatore, Hasmukh Gondaliya of Vapi et.al.

As a rule, what is out of sight disturbs men's minds more seriously than what they see – Julius Caesar



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