

# CATS

a personal prowl through  
the nine lives of innovation



Stephen Lundin Ph.D.  
**Best selling author of FISH!**

with Vivienne Anthon, Carolyn Barker and Jimmy Tan

# CATS

a personal prowl through  
the nine lives of innovation

Stephen Lundin Ph.D.  
Vivienne Anthon  
Carolyn Barker  
Jimmy Tan

 Management  
Press



First published 2007 by Management Press  
an imprint of the Australian Institute of Management - Qld & NT  
369 Boundary Street, Spring Hill, Qld 4000, Australia  
www.managementpress.com.au

The material in this workbook is based on the intellectual property of Stephen Lundin and  
*CATS: The Nine Lives of Innovation*, also published by Management Press.

The moral rights of the authors have been asserted.

---

CATS: A personal prowl through the nine lives of innovation.

2nd Edition.

ISBN 978-1-921103-07-0.

I. Innovation. 2. Creativity. I. Lundin, Stephen. II. Anthon, Vivienne.

III. Barker, Carolyn. IV. Tan, Jimmy.

---

All rights reserved. Except as permitted under the Australian Copyright Act 1968 (for example, a fair dealing for the purposes of study, research, criticism or review), no part of this book may be reproduced, stored in a retrieval system, communicated or transmitted in any form or by any means without prior written permission. All enquiries should be made to the publisher at the address above.

Design by Cassandra Duwell

Cat illustrations by Stephen Francis

Printed in Australia by CPX Printing & Logistics

Typeset in Futura Light, 12pt

10 9 8 7 6 5 4 3 2 1

#### Disclaimer

The material in this publication is of the nature of general comment only, and neither purports nor intends to be advice. Readers should not act on the basis of any matter in this publication without considering (and if appropriate, taking) professional advice with due regard to their own particular circumstances. The authors and publisher expressly disclaim all and any liability to any person, whether a purchaser of this publication or not, in respect of anything and of the consequences of anything done or omitted to be done by any such person in reliance, whether whole or partial, upon the whole or part of the content of this publication.

Not a day goes by without a big article in a business journal or newspaper about the importance of innovation. The articles usually focus at the macro level and rarely even mention the employees inside the company who actually do the innovating. After all, it is **people** who innovate.

An organization is innovative only because it has people who are innovative. That's because at its core, all **innovation is personal** and that's why *CATS: The Nine Lives of Innovation* is about changing the focus from the abstract and strategic to the **personal and practical**.

There is also a rarely discussed personal benefit to a life richer in innovation. That benefit is personal satisfaction, the kind that is earned through action, not just imagination; the kind that is experienced by those who are part of a hot group making something special happen in a passive world. Take this journey with us, develop a deeper understanding of innovation and use that knowledge to create **a rewarding and productive work life for yourself, those you love and those with whom you work**.

**Prowl on...**

# CATS

## Please Read This First

The word CATS is used frequently in this personal guide and the book that spawned it. Many innovators are quite literal and it can be confusing if you think of an animal when we are talking about you or think of yourself when we are talking about a cat. If you use the guide before you read the book you need to know a thing or two about CATS and cats. If you started with the text, you already know this and can skip this section.

1. CATS is not an acronym. The individual letters stand for nothing.
2. CATS is a reference to any human being seeking to be more innovative. That would be you if you are taking the time to use this guide.
3. So, if you see a CAPITALIZED CAT, it refers to a human and if you see a small “cat,” it refers to the animal, cat.

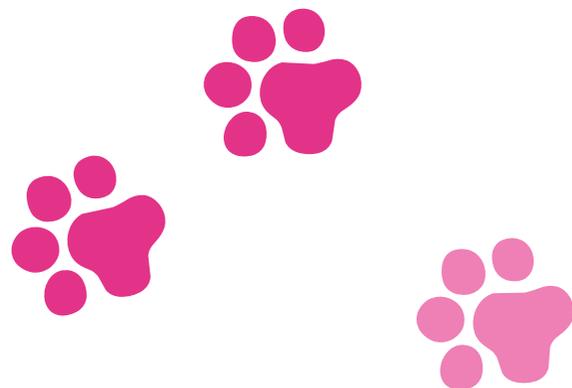
**Prowl at your own pace through this personal guide to innovation and experience the depth and richness that only creativity and innovation can provide.**

## CAT NIP

This guide can be used alone by the reader who wants a quick and personal understanding of the ideas presented in the book, CATS: The Nine Lives of Innovation. Some will find this a useful addition to a workshop on CATS. In fact some of the activities have been designed for that purpose. It is not, however, meant to be a substitute for the CATS book.

# Contents

Terms and Definitions.....	viii
The Challenges to Innovation .....	1
Life One: CATS Overcome the Clutter of Life .....	13
Life Two: CATS are Always Prepared .....	19
Life Three: CATS Know Innovation Isn't Normal.....	25
Life Four: CATS Welcome Real Provocation.....	31
Life Five: CATS Promote Imaginary Provocation .....	37
Life Six: CATS Say How Fascinating .....	43
Life Seven: CATS Fail Early and Fail Well .....	49
Life Eight: CATS Pounce on Change.....	55
Life Nine: CAT Wrangling.....	61
First Degree CAT Belt.....	68
Second Degree Cat Belt.....	71
Third Degree CAT Belt .....	72
Fourth Degree Cat Belt .....	75
Fifth Degree Cat Belt .....	76
Resources .....	81
Authors.....	82



# What You CATS Will Learn

As you walk, spring and pounce through this workbook you just might learn:

- How to become an effective CAT...remember, that's a metaphor for a personal innovator
- That there are four universal challenges to innovation that represent barriers that stifle innovation
- That there are nine actions or lives that will increase the odds for innovation wherever you work and however you live
- How to take a strategic CAT nap to accelerate your innovation with reflection and quiet
- That a little CAT nip can provoke important thinking
- Leadership lessons for **CAT Wranglers**, the toughest gig in town

AND

- You will learn how to earn a CAT belt or two or three or four or... *drumroll...*
- How to earn the highest CAT belt which comes with the title **Whiskers**! (Duke, CEO, Queen, Dutchess and VP are all great but Whiskers is reserved for special CATS)



# Terms and Definitions

## Innovation

The process of generating creative ideas and putting them to worthwhile use to improve some non-trivial aspect of life

## Four Challenges

Four universal barriers to innovation that CATS need to mince around, over and through

## Nine Lives

A basic framework for a rather diverse and extensive set of ingredients that make up much of the innovation universe. CATS who access the potential of any one of the nine lives boost their ability to innovate. The nine lives are both cumulative and mutually exclusive

## CAT Nip

The stimulus to provoke important thinking

## CAT Wrangler

A person who can skillfully invite other CATS to be led

## CAT Nap

A little time to sit in the sun and stretch, a break that allows the subconscious a chance to catch up or time to ponder a thought provoking question in an environment of spaciousness.

## Whisker

A person who has a fifth degree CAT belt in innovation. A CAT who laps up innovation and wants to share it with the rest of the litter

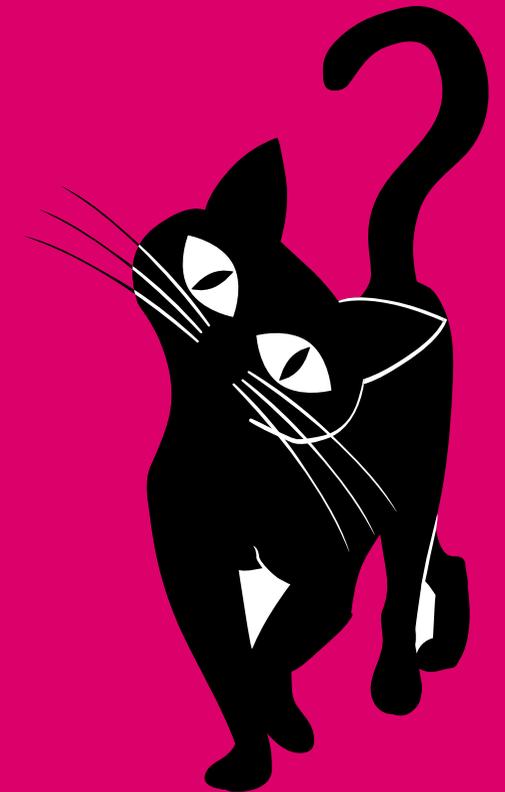
## CAT Belt

Official recognition of the discipline needed to learn the tricks of the innovation game

**abbr. noun adjective**

# The Challenges to Innovation

There are four universal challenges faced by all CATS. These challenges are a backdrop for innovation and are the reason we need proactive tools to maximize our innovation potential. Understanding these challenges might even be considered a tenth life.



## CAT NIP

If innovation were easy would it be as satisfying?

# The First Challenge

## CATS Live in a World Full of Distractions

There is always a lot of clutter in a CAT's life. Whether everyday distractions or long standing doubts, they can paralyze innovation when left unattended. Sometimes the clutter is in the form of an annoying cell phone and sometimes a voice inside our head that interrupts our work.

All CATS have doubts and fears. Some of the doubts are placed in our heads by the culture within which we live.

We have all heard that **curiosity killed the cat**.

Have you ever seen a cat killed by curiosity? How often do you think it actually happens? Dogs, trucks, yes, they might kill a cat, but curiosity?

This saying is born out of doubt and fear, not experience. Innovation makes some of us quite nervous because it portends change. And that may be the origin of the statement "curiosity killed the cat"...to create fear in others so they don't stir things up with all sorts of weird and disturbing new ideas.

**Our natural curiosity has to overcome both our doubts and the clutter in our lives. It needs a boost.**

The voices of judgment are often **inside** our own head – these are the voices of doubt we hear when we are engaged in the creative process.

The voices of judgment that come from **outside** are often the voices of jealousy and fear.

**Curiosity** *n.* eager desire to know, inquisitiveness, strange or rare thing.

**This first of four challenges to innovation is easily neutralized by present moment focus.**

## Discussion Questions

People are often worried that you will try something new and fail. They frequently will try to "save" you from that fate by challenging your ideas. It is an irony that just when a little support would be great for a nervous little idea that's blooming, we often get a toxic response from those who are closest to us.

*When was the last time or the most memorable time an idea was attacked by someone close to you?*

*Was the idea fully fleshed out at the time it was attacked or was it in a state of formulation?*

*Have you ever had the critic in your head do the same sort of thing to a new idea – criticizing it before it is even fully formulated?*

*How do you respond to the critics?*

*What might be a positive approach to those who challenge or criticize before an idea is even fully developed?*

# The Second Challenge

## CATS are Hardwired to be Normal

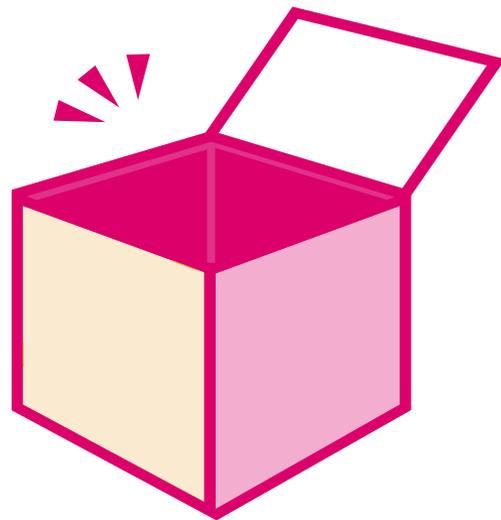
It is quite normal for cats to spend time in boxes – from the routine of the essential cat box to the cardboard box that they love to hide in, pounce on and nudge about over and over and **over** again.

For CATS there is another type of box, one that affects all of us and gets in the way of innovation. To make it even more confusing, CAT boxes represent routines...those vital human patterns that we all need to operate.

Now that's a dilemma...what's a CAT to do?

CAT boxes go by many names. You may know them as habits, patterns, memory traces, paradigms, routines, or simply the way we do things around here.

**From an innovation point of view, CATS must occasionally escape the very routines that bring them security, comfort, efficiency and control in life.**



**The second of four challenges can be overcome with understanding and provocation.**

## Discussion Questions

Think about how important it is to have routines that are automatic when you drive a car. Now consider a special situation. Your car has stalled and you need to get to a meeting. There is one car available. It has a manual transmission. All of a sudden the normal is a problem because you have to get outside the norm. What is another situation that is similar?

*How do you cross your arms? Do it the other way and feel the discomfort.*

*Do you have a regular way you drive to work? What might you be missing?*

*Is there a special order in which you eat your meal? Are there places that do it differently?*

# The Third Challenge

## CATS Fail Regularly

Much of the business world lives in fear of failure. Great effort is taken to avoid mistakes and eliminate flubs, flops, flitches, guffahs, snags and nicks. There is a whole vocabulary built to provide words to use instead of the word failure.

But failure is a way to learn, so to eliminate failure would eliminate learning. CATS have found a solution to this dilemma. They understand the role of failure and use it strategically in the innovation process.

The first step is to understand the importance of failure.

The second step is to develop a whole new mindset and a whole new vocabulary for the positive learning that is borne of failure.

*flub alert!*

*prototype*

*cool*

*interesting*

*WOW!*

*oops*

*no way!*

## Discussion Questions

List below all the words you can think of for failure:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

What is meant by "it's all material"?

**It is important to remember that whatever you encounter in life can be viewed as material for your life script. "It's all material."**

# The Fourth Challenge

## CATS Know that Innovation Means Change

Innovation is not always met with open arms. The reason for that surprising observation is quite simple.

When we find a new or better way of doing something it often means letting go of the old and possibly obsolete ways of the past.

The comfort of old ways of doing things will always stand between new ways and us. CATS like to be comfortable too but find ways to overcome this phenomenon.

## Discussion Questions

*What was the last major change implemented in your organization?*

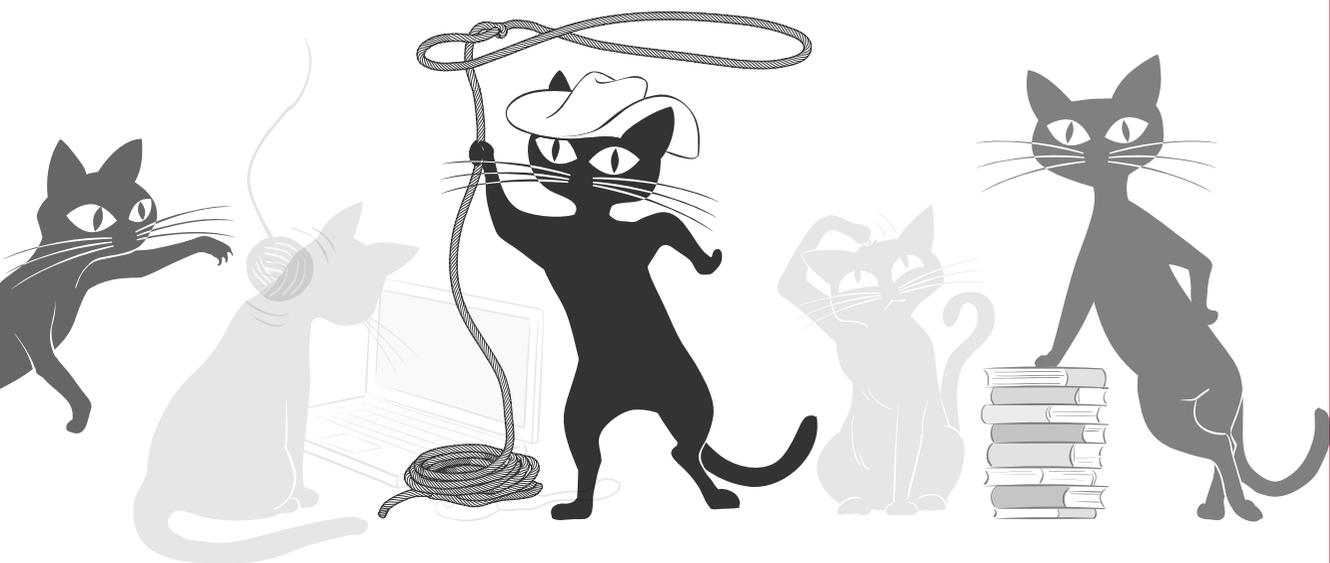
*How did the employees respond?*

*What was the last change in technology in which you participated?*

*How did it go? Was it something you really wanted to do or was it something someone else wanted you to do? How would the two perspectives be different?*

*When would the terms "natural energy" be an accurate description of someone going through a change process?*





# The Nine Lives of Innovation

It is said that cats have nine lives. We believe that big CATS also have nine lives: nine lives of innovation. Any one of the nine lives will serve to enhance the innovation of the human CATS involved. The more lives the better.

And when you have mastered the nine lives there is a treat at the end of the journey. You can earn the title "Whiskers" by demonstrating your innovation prowess as you earn each of five CAT belts.



# 1 Life One

## CATS Overcome the Clutter of Life

You need to find a way to overcome the challenges of clutter that keep you from being innovative.

**Quieting** or silencing internal or external voices is an ongoing and important part of a creative life.

CATS find ways to **quiet** the mind and open a space for innovation. They know that:

- Workspace can be an innovation greenhouse
- Most innovative organizations have a healthy element of playfulness and fun
- Overly serious can be toxic while lighthearted supplies lots of natural energy
- It's tough... but the loudest external voices are often those closest to us
- A strong positive vision can often steer us through the sea of voices and the distractions of clutter

The shortest route through the clutter is to be fully present in your life. When you are fully present the voices slowly disappear. Model the cat on this page. It is aware, alert, in the moment and ready to pounce at a moment's notice.



## CATS Overcome the Clutter of Life

### Workspace can be an innovation greenhouse

In the book you are introduced to IDEO, a design firm in Palo Alto, California. The workspaces of IDEO are a treat for the senses. One of the IDEO teams met for years under the wing of a DC3 installed in the office. Why not?

Not all of us are able to modify our space to such an extent but each of us can do something to make our space a greenhouse for innovation.

Think of a workplace where the physical surroundings create a chemistry. This could be as a result of purposeful design or simply because people have chosen to gather things, props, stuff, groovy gadgets or cool gear around the place.



What could you do to make your work setting more conducive to innovation?

---

---

---

---

How about your meeting rooms and open spaces. What could you do to create a space that supports creative thinking?

---

---

---

---

### TIP

One workplace spent \$49.95 on a rotating disco ball. Result... individuals and groups were drawn to the space when they wanted to think and talk.

## CATS Overcome the Clutter of Life

### Space for play

Most innovative organizations create the physical or psychological space for play. Play comes in many shapes and sizes.

Ask yourself this question: When do I have the most fun at work?

---

---

---

---

When am I most innovative at work? When do the ideas really flow? When do I feel the urge to bring an idea to fruition?

---

---

---

---

---

---

---

---

**Work made fun  
gets done**



## CATS Overcome the Clutter of Life

### CAT NAP

Think about the distractions in your life. Would it be possible to eliminate any clutter?

### CAT NIP

What does this statement mean?

“All anxiety disappears when your attention is focused on only the present moment and not on the past or the future.”

Discuss this with a friend or workshop partner.

## Life Two

### CATS are Always Prepared

How do you prepare for something if you don't really know what it is or when or if it will happen?

How do you prepare for the important but unforeseen?

Innovation is like that. You are never quite sure what you need when an innovation moment shows up, but that doesn't mean you can't prepare.

The **more** a CAT practices the **better** a CAT gets.

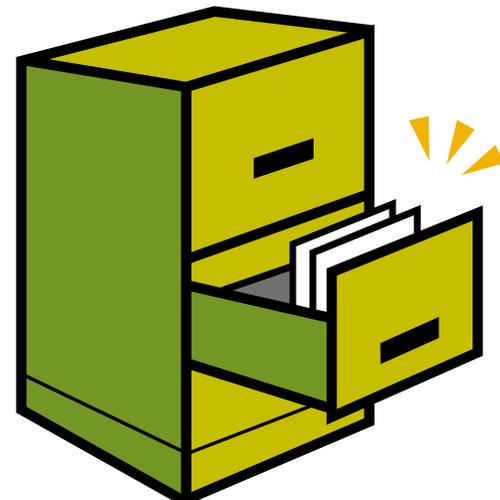
We look after our physical shape by exercising; we should look after our innovation shape by exercising too! Know your own mind and learn to exercise it. Find out how your brain stores information for ready retrieval and learn how to organize your knowledge files. Sharpen your learning edges to a fine point. When you do you will be better prepared for that special moment, the innovation moment.



## CATS are Always Prepared

### A be prepared action checklist

- ✓ Learn creativity techniques through reading, seminars and conferences.
- ✓ Build a network of like-minded innovators who will sharpen one another with wit and wisdom.
- ✓ Become affiliated with an organization that promotes innovation so that you can tap into the latest resources and thinking. One such organization is the Innovation Network founded by Joyce Wycoff in the USA ([www.thinksmart.com](http://www.thinksmart.com)) or the wonderful Buzan group in Australia ([www.mindwerx.com.au](http://www.mindwerx.com.au)).
- ✓ Read about the care and feeding of your brain at [www.brainready.com](http://www.brainready.com).
- ✓ Know where to obtain financial support for your innovation projects, if needed.
- ✓ Build your mental file cabinets.
- ✓ Take CATS: The Profile.



## CATS are Always Prepared

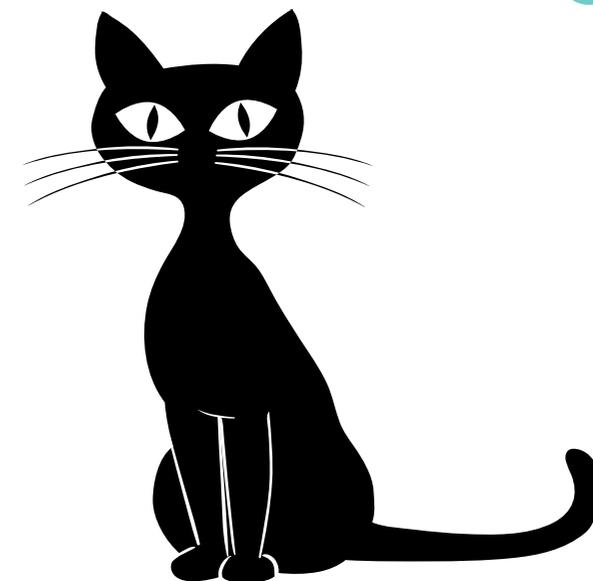
### CATS: The Profile

A way to sustain the life of a CAT is to understand what kind of CAT you are. By appreciating the way you respond to and deal with innovation, you will be better prepared to adapt to different challenges. Self knowledge is the CATS advantage.

CATS: The Profile is a tool that will provide you with the information and insight you need to be prepared.

If you do not have a copy of the Profile or if it has not been supplied as part of a workshop, go to [www.ninelivesofinnovation.com](http://www.ninelivesofinnovation.com).

## CATS: The Profile



## CATS are Always Prepared

### Observation deck

CATS find the fascinating in the ordinary. They are in love with the world as it is and see the interesting facets of any setting. They prepare for innovation by being observers and learners.

Go and sit somewhere and simply observe the world. What do you notice as people are going about their everyday business?

---

---

---

What are they talking about? What are they doing? What are they bringing with them? What are they using?

---

---

---

See if you can find the humor in the simple human drama.

---

---

Make up stories about those who seem to be engrossed in some form of drama. (eg. tense conversation, packing the car trunk, avoiding a puddle)

---

---

---

---

## CATS are Always Prepared

### Major curiosity

CATS are curious. They hold a genuine belief that an idea can come from anywhere. They scan their environment for new and old ideas, occurrences and events, and combine and implement these ideas in fascinating ways.

Describe the last time you were majorly curious about something in your environment:

---

---

---

What did you learn from your major curiosity moment?

---

---

---

---



## CATS are Always Prepared

### CAT NAP

If random access to your knowledge base is important in the innovation moment, what do you want to be sure you have with you at all times?

### CAT NIP

What is meant by the statement, "Chance favors the prepared mind"?

24

## Life Three

### CATS Know Innovation Isn't Normal

We who aspire to be CATS need to appreciate this powerful force called **normal** in order to understand how it can both help and hinder innovation. We need to understand the role of boxes in our life and then we must learn how to escape from those boxes when we choose.

- CATS have patterns of behaviour
- CATS have mental models
- CATS have habits
- CATS have routines
- CATS have paradigms
- CATS have a fondness for the regular and the normal so they can negotiate their life efficiently and safely

BUT CATS also need to occasionally escape from the norm in order to innovate because innovation occurs "outside the norm".

25



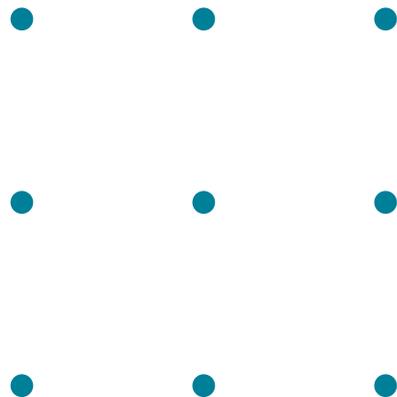
## CATS Know Innovation Isn't Normal

### Beyond the nine dots

Below is an activity that for some will seem trivial. If you have seen it a thousand times there is still something important to learn when you properly connect the activity with the norm.

Connect up all nine dots by using four straight lines without taking your pen or pencil off the paper.

Allow yourself some time to solve the problem before turning to page 80 to find the answer. Even if you done this before, have another go!



## CATS Know Innovation Isn't Normal

### The box

The activity on the previous page is hard for the first timer because there is a tendency to let the shape of a box define the work area, and unless you get outside the box you can't solve the problem.

What is important to understand is that this is quite normal. Boxes of various kinds rule our world. We spend most of our time comfortably inside one box or another. Other words for the box include paradigms, routines, habits, mental models, protocols, scripts, and the way we do things around here.

A word about mental models...they are strongly held beliefs, often unquestioned, which we each hold. Often we are not even aware of our own mental models. Bring your mental models to the surface by answering these questions.

What do you think about creative people?

---

---

How do your beliefs about work create a framework for how you view the work world?

---

---

Others?

---

---

More?

---

---

# CATS Know Innovation Isn't Normal

## The innovation zone

Innovation often occurs on the "edge". The boundary between disciplines, work groups or systems is the space where much innovation occurs. That space is called the innovation zone.

What have you observed, learned or tried recently that has taken you into the innovation zone? How were you provoked to reconsider and expand on what you already know?

---

---

---

---

---

Bill Bridges writes in his book *Transitions* about the space between letting go of the old and getting a hold of the new. This is the transition zone. He suggests this is the creative zone in any change. Why would that be the case? What happens in a transition that might foster creativity and innovation?

---

---

---

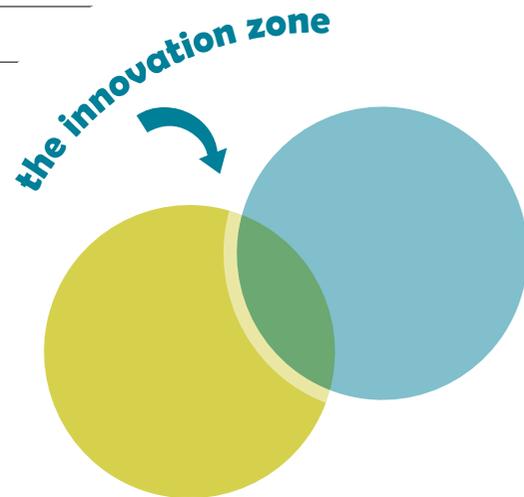
---

---

---

---

---



# CATS Know Innovation Isn't Normal

## Paradigms

The word paradigm comes from the Greek word paradeigma which means pattern or example. It's a term used in the social sciences to describe the set of experiences, beliefs and values that affect the way an individual perceives reality and responds to that perception.

Up to date information and facts provide one way of busting paradigms.

Think of someone in your workplace – a team member or a boss perhaps. Can you name a paradigm that they hold? Write a script below as to how you would approach them and assist them to paradigm bust.

**Caution: This is hard interpersonal work!**

---

---

---

---

---

---

---

---

Paradigm is a word too often used by those who would like to have a new idea but cannot think of one.

– Mervyn Allister King, then Deputy Governor, Bank of England

## CATS Know Innovation Isn't Normal

### CAT NAP

Consider Mick the juggler as you reflect on the third life of innovation. If you are in a workshop you may have seen Mick in action telling his story about how he broke the "rules" and became a yo-yo champion by crossing his arms while doing tricks; something he does often as a world-class juggler. This is innovation on the edge.

30

### CAT NIP

"Nothing fails like success." What is meant by this statement and how does it relate to our discussions about the norm?

## Life Four

### CATS Welcome Real Provocation

Something real can be of incredible value as a provocation.

A provocation is something that incites or provokes; it is a means of arousing or stirring to action. Real provocation involves an action. It is something you actually do or something that is done to you.

In the book *Top Performer*, real provocation is often the source of energy. Something unexpected happens, a provocation, and instead of resisting and controlling the event, a top performer uses it to create something new. Real provocation is a way of looking at the world that promotes innovation. *Top Performer* calls this "juicing the jam".

Real provocation comes in three forms:

**Physical** provocation – a tree falls on your car

**Social** provocation – you are stimulated by a conversation

**Emotional** provocation – you are stimulated by your feelings

Middle English *provocacioun*, from Old French *provocation*, from Latin *prōvocātiō*, *prōvocātiōn-*, a *challenging*, from *prōvocātus*, past participle of *prōvocāre*, to *challenge*.

31



## CATS Welcome Real Provocation

### Self induced

Advertising agencies are known for endless discussions about how “Joe Six Pack” or “Susie Housewife” might respond to this product or that advertisement. At IDEO, general manager Tom Kelly thinks about real provocation differently. He suggests that rather than using an abstraction for discussion we should create a composite real person to test a product, service, idea or process. The more **real** the person, the more provocative the person will be in discussions.

In a discussion, wondering what Molly will do is far more provocative than wondering what a 30-year-old working woman would do, only if we know Molly well. Where does she live? Does she have children? What are their names and challenges? Is she married and to whom? What kind of car does she drive? What does she do on Sunday? Does she play any sports? etc.

When our challenge is to get outside the norm, something real can be provocative.

## CATS Welcome Real Provocation

### A strategic break

Often the subconscious is simply waiting for some space and when that space is provided it goes to work. A break is a chance for the work to get done.

Thomas Edison went fishing. He would sit at the end of the dock at his Florida waterfront office with a fishing pole and line in the water. He never had bait because to catch a fish would have been a distraction. But he knew if people thought he was fishing they would leave him alone. The physical provocation of that spaciousness allowed his mind to offer up ideas.

Do you give your mind a break from the action so it can tell you what it has been thinking about?

---

---

There is a story in the CATS book about how Steve Lundin used to use a jog as a strategic way to provide a break. He always came back sweaty and with a new idea. How many times have you heard a story about an idea conceived in the shower or walking by the ocean or looking at a fire? This is real provocation.

If so, how does this work for you? STOP right now and share the benefits of this physical provocation with the person next to you. Start with “I do this... and it works for me because...” If there is no one next to you carry on a silent conversation with yourself.



## CATS Welcome Real Provocation

### Your provocative treasure chest

Play with something and the ideas flow.

Keep a provocation collection – a tech box (an IDEO term for their collection of real provocations), a tool kit, a treasure chest, a neat stuff container.

Here's what's inside the neat stuff container of a professional services firm:

- An etch-a-sketch
- A paint colour chart
- Plastecine
- Origami materials
- A book on collective nouns
- A map of ancient Rome
- Mr Potato Head
- Popsicle sticks
- A ball of string
- A brochure listing the latest attractions in Dubai

What would you put in your neat stuff container?

---

---

---

---

When would it be a good idea to bring some of this stuff with you to a discussion?

---

---



## CATS Welcome Real Provocation

### Human interaction

Social and emotional provocation comes from the human encounter...the phenomenon of intense conversation that causes innovative sparks to fly and ideas to flow steadily.

Human interaction is such a powerful source of innovation and the reason why the social provocation of *brainstorming* is so popular. When ideas are born and thrown around in a safe environment, the seeds of innovation are planted. The fact that brainstorming has to have rules tells you how important this form of provocation can be.

Here are some ways to open yourself to the natural provocations of life:

- Volunteer to help in a playschool – watching kids at play can be such an inspiration
- Listen to genres of music that you're not attuned to
- Take up a new sport or hobby to broaden your horizon
- Chill out with your kids or someone else's
- Really experience another culture
- Buy season tickets to a comedy club
- Learn a new language
- Sign up for a cooking class that teaches cuisine from a different place
- Pick up a skill to entertain your friends, like juggling, clowning, ventriloquism, card tricks
- Read MAD Magazine or comics...or anything you wouldn't normally read



## CATS Welcome Real Provocation

### CAT NAP

Our favorite juggler, Mick, had worked hard to juggle two Diablos. Then one day he saw a video of some guys in Japan juggling three, something he thought was impossible. For months he practiced with little success but he continued to practice daily. And then it happened. Three Diablos! Is this a success story or a failure story?

36

### CAT NIP

What is meant by the statement, "A break is when the work gets done"?

## Life Five

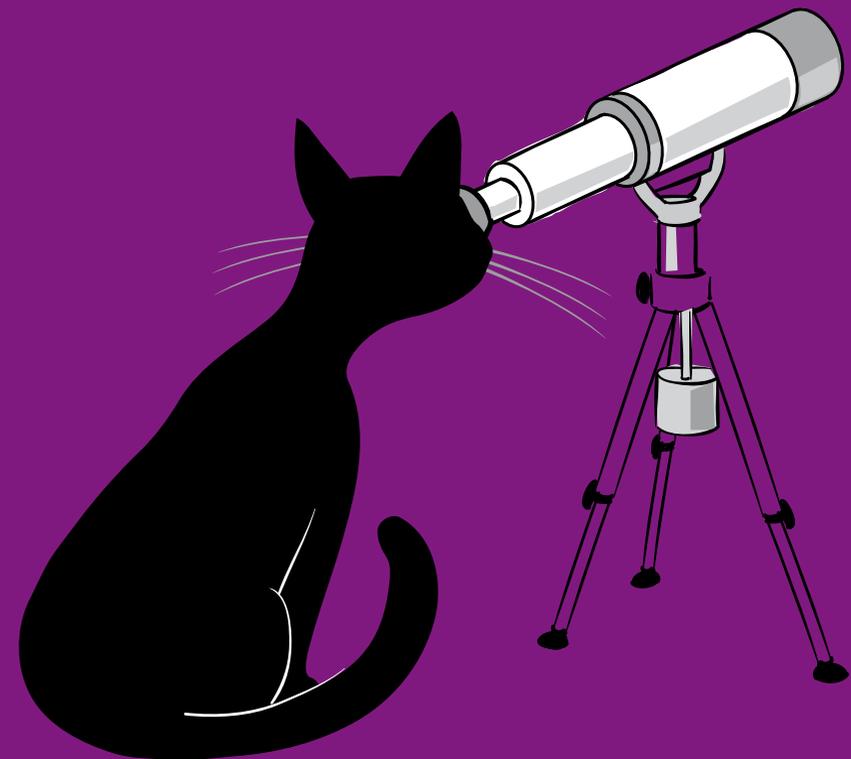
### CATS Promote Imaginary Provocation

Imaginary provocation is a first cousin to real provocation. In this fifth life, CATS use their imagination to go places they have never been. These are journeys of the mind. Unhindered by barriers, criticisms or constraints of **any** kind, the sky is the limit.

Edward de Bono, with his concept of lateral thinking, believes that if you take your mind to a place it wouldn't ordinarily go, it will recognize things of value and bring them home. Or on the return trip from the place to which you provoked your mind, it may actually bump into something innovative.

Mental or imaginary provocation is about constantly exploring new territory and never accepting the logical or the linear as the only way.

37



## CATS Promote Imaginary Provocation

### Disciplined dreaming

CATS develop disciplined dreaming. They see the world from different perspectives, combining existing ideas in new ways and provoking themselves to ask why not?

Ian Ayres and Barry Nalebuff have created "Why Not?... how to solve imaginary problems big and small". At their idea exchange innovators ask why not about:

- Ziploc chip bags
- Removable heel shoes
- Dolphins as useful pets
- A portable automobile
- A place to sleep at school
- Mandatory Phys Ed for MBA's
- Illuminated Eye Glass Frames
- Edible dog leashes

CATS **love** to ask Why Not?...

What can you add to the "Why Not?" list?

---

---

---

---

---



## CATS Promote Imaginary Provocation

### Alex Osborn's imaginary provocations

This checklist method was developed by Alex Osborn and involves progressing a new idea through a number of lenses to arrive at a new idea or perspective.

Verb	Description
<b>Put to other use?</b>	New ways to use as is? Other uses if modified?
<b>Adapt?</b>	What else is like this? What other idea does this suggest?
<b>Modify?</b>	Change meaning, color, motion, sound, odor, form, shape? Other changes?
<b>Magnify?</b>	What to add: Greater frequency? Stronger? Larger? Plus ingredient? Exaggerate?
<b>Minify?</b>	What to subtract: Eliminate? Smaller? Slower? Lower? Shorter? Lighter? Split up? Less frequent?
<b>Substitute?</b>	Who else instead? What else instead? Other place? Other time?
<b>Rearrange?</b>	Other layout? Other sequence? Change pace?
<b>Reverse?</b>	Transpose positive and negative? How about opposites? Turn it backward? Turn it upside down? Reverse role?
<b>Combine?</b>	How about a blend, an alloy, an assortment, an ensemble? Combine units? Combine purposes? Combine appeals? Combine ideas?

## CATS Promote Imaginary Provocation

### Logical impossibilities

Now let's experiment with a logical impossibility...

Frame an impossible statement, e.g. "all children are above average" and then discuss whatever it provoked.

What line of thinking has this started for you?

---

---

---

---

---

---

Try a few logical impossibilities of your own. We will get you started.

- *Cars drive themselves*
- *All police have twins*

---

---

---

---

---

---

---

## CATS Promote Imaginary Provocation

### Discussion starters

Start a discussion using one of these provocations:

#### Catchball

An initial idea is "tossed" out for consideration. Whoever "catches" the idea assumes responsibility for improving it in some way. Keep tossing and catching.

#### Reverse brainstorming

Ask the question "In what ways can this idea fail?"

#### Ideal if

"With this problem and solution, what would be the most ideal outcome?"

#### Metaphor

How can this problem or issue be expressed as a metaphor?

#### Wildest Ideas

Have a session where no workable ideas can be proposed.

#### Reversal

"What if we opted for the opposite course?"

#### Structured Daydreaming

Pose a question or problem. Shut your eyes and construct images in your mind's eye. These images are a starting point for vibrant discussion.

## CATS Promote Imaginary Provocation

### CAT NAP

Reflect on the following observation:

Imaginary provocation has been likened to the reverse in a car. Any cost benefit study would find that when you measure the miles traveled in reverse it would be infinitesimal compared the miles traveled forward. So why should one spend the money when it is hardly ever used?

42

### CAT NIP

What does the above analogy imply about the efficiency of imaginary provocation?

## Life Six

### CATS Say How Fascinating

CATS are fond of saying “how fascinating” when things go wrong. This is an expression of their understanding that in the learning equation, failure is simply an event. When an event happens it can’t be undone and so the best outcome comes from seeing what can be learned from the event and then continuing.

Successful entrepreneurs often have a failure or two along the way to success. In fact some venture capitalists will not invest with someone who hasn’t had at least one good failure.

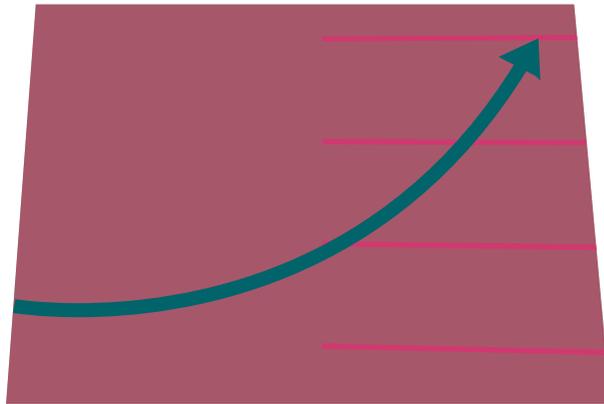
Oops. I ran out of money. “How Fascinating!” What can I learn from this? Now I will try again.

CATS do not develop a fascination with failure, they develop a fascination with learning.

43



## CATS Say How Fascinating



◀ Most people assume learning is like this



◀ When it's really like this!

### Learning diagrams

Take your pen and circle the "events" in the diagram above.

## CATS Say How Fascinating

### The learning curve

What misconceptions do you think you have about the learning curve?

---

---

---

---

---

What might change if you viewed learning differently?

---

---

---

---

---



## CATS Say How Fascinating

### Learn from failure or fail to learn

Think of some things you have learned in your life and place them on the left hand side. Now go through the list and identify the role of failure in the learning process.

#### Things Learned

1. Bicycle Riding

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

#### Failures Experienced

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## CATS Say How Fascinating

### Beyond how fascinating

Here are some things you can say to yourself to develop your fascination with learning:

"How fascinating."

"It's not the end of the world, for goodness sake!"

"I will live another day to tell the story."

"Let's back track and see what went wrong."

"It could have been a lot worse!"

"Hmm, what can I learn from this episode?"

"Adversity builds character."

"Five years from now how important will this seem?"

"When the going gets tough, the tough get going."

"That's unbelievable!"

"This is a penicillin moment!"

"Was expecting something...wasn't expecting that."

*Hmm, what*

*can I learn from this?*

## CATS Say How Fascinating

### CAT NAP

Reflect on all you have learned in your lifetime and find a place of gratitude.

48

### CAT NIP

What is the profound implication of the statement that "failure is simply an event"?

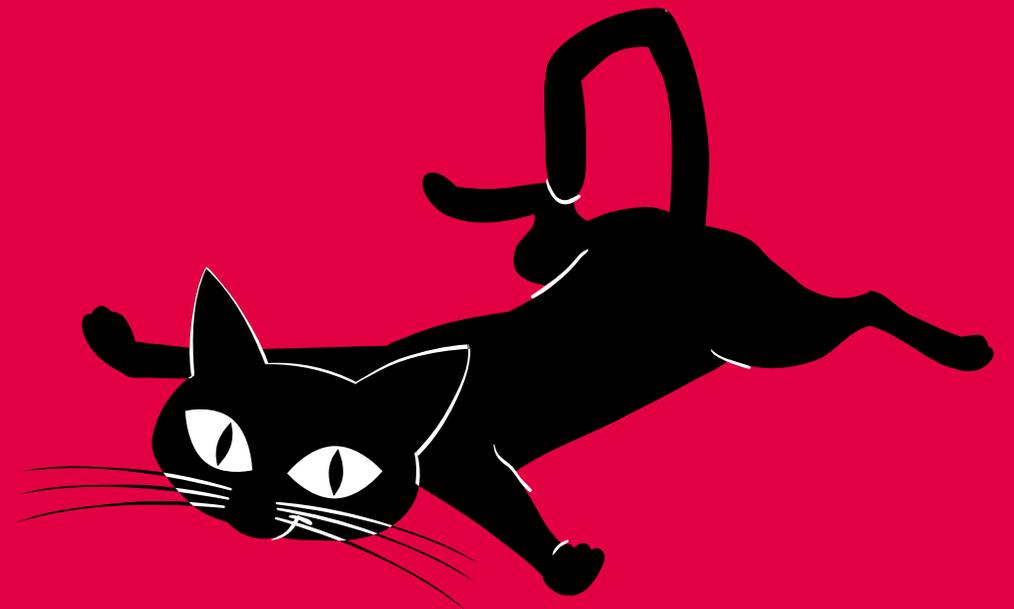
## Life Seven

### CATS Fail Early and Fail Well

There is going to be failure in any enterprise that includes risk. Why not take advantage of that fact by loading the front end of the process with as much constructive failure as possible. That's what it means to fail well...for fail you will!

If a CAT tries something and fails, it has in fact created something else...albeit not what was anticipated in the first place.

49



## CATS Fail Early and Fail Well

### Catastrophic vs intelligent failures

CATS use judgment to differentiate between *catastrophic* failures and intelligent failures.

What is a catastrophic failure or mistake that cannot be tolerated in your workplace or home life?

---

---

Can you think of a time when you have had an intelligent failure – when you learned from something that didn't slink along quite as planned?

---

---

### The Centre for Lessons Learned

The US Army has a whole division dedicated to institutionalizing the examination of actions to learn lessons – from what went well and what didn't go quite according to plan. It's called the CLL – the Centre for Lessons Learned. Give a name to your personal equivalent of the Centre for Lessons Learned.

---

---

### The "Queasy Eagle"

At the Mayo Clinic, the "Queasy Eagle" award is given to individuals who fail for the right reason. What award could you give in your workplace?

---

---

---



## CATS Fail Early and Fail Well

### Rapid prototyping

Rapid prototyping or quick feedback is a step that incorporates failing early and failing well in order to have the best chance of success. Get feedback early and get feedback that is rich in useful information.

Think of a recent project. Would you have benefited from rapid prototyping? What would determine whether you would benefit from quick feedback?

**TIP** One dimension is a clarity of assignment.

---

---

---

If you find this concept useful, how can you encourage others to be comfortable with rapid prototyping?

---

---

Your boss?

---

“It's better to put something out there and see the reaction and fix it on the fly... it's a way of saying perfect is the enemy of good enough.”

– Meg Whitman, CEO, eBay

“Good enough can be great.”

– Scott D Anthony, Matt Eyring and Lib Gibson

## CATS Fail Early and Fail Well

### Big failures in history

The following are some noteworthy failures from the past. Can you add to the list? Take a moment to research those with which you aren't familiar.

- Famous Failure in History #1: The Tacoma Narrows Bridge
- Famous Failure in History #2: The Edsel
- Famous Failure in History #3: Tenerife airliner collision
- Famous Failure in History #4: Swedish ship 'Vasa'

Add a few of your own including at least one from your company's history.

---

---

---

---

---

What are some important **failures** in your workplace that support the notion that the right kind of failure equals success?

---

---

---

---

---

*If you learn to fail well,  
you will learn to land on all four paws  
when you fall, just like a cat.*

## CATS Fail Early and Fail Well

### Bonus section

Here are some strategies for failing well:

- Set realistic but fairly challenging goals for yourself.
- Seek advice from those who have succeeded and learn from their mistakes so you shorten your learning curve.
- Know your limits. Do not overstretch yourself to the point of no return, especially if it involves financial assets and relationships. Know when to cut your losses so that you can re-channel your resources to another venture.
- Test several ideas on a small scale, then zoom in on the more workable ones to develop them further.
- Set up project milestones so that you can monitor progress at regular intervals and take corrective action if necessary. It can be devastating if you discover that you failed only at the end of an arduous journey.
- Find a mentor who will be your sounding board and give you honest feedback.
- Seek out a sponsor in a position of influence to champion your cause.
- Remember that what worked well for someone else in another context may not necessarily work for you. You need to exercise judgment and adapt accordingly. There is no cookie cutter approach to innovation.
- Do not be afraid to go against the grain. If everyone is jumping on the bandwagon, what is there left for you? Ask yourself, "If I buck the trend, is there a higher potential for success?"

List additional strategies that will work for you:

---

---

---

---

---

## CATS Fail Early and Fail Well

### CAT NAP

Think about how imprecise human communication can be, especially in the organization. A direction or project assignment comes down from above and we scramble to complete it on time. We don't want to look dumb and so we may not ask a lot of questions only to find that we missed the mark.

54

### CAT NIP

A past chairman of 3M was fond of saying that if you want to improve your success rate you have to increase your failure rate. What did he mean? How has 3M done in the world of innovation?

## Life Eight

### CATS Pounce on Change

**The change called innovation has unique attributes that if understood, can be managed.**

All innovation is change or it would not be innovation. Anything we can learn about the phenomenon called change can be useful to those who would innovate.

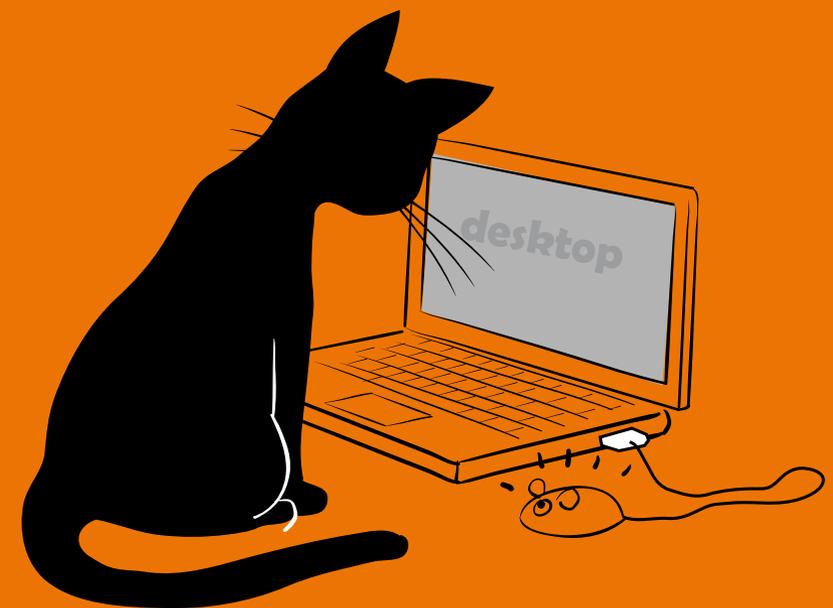
Thomas Edison had an amazing knack for identifying what was important in shepherding innovation into the main stream of society and past the natural resistance to the new. He understood the "tactics of change". How do you get the public to accept something that is new? How do you facilitate the acceptance of innovation?

**There are two basic types of change:**

- **change that requires commitment in order to work well**
- **change which will work well enough with compliance or cooperation that might follow a one way order**

Commitment to creativity and change has a natural energy...it cannot be demanded. There are also places in the world of innovation where compliance and cooperation are enough.

55



## CATS Pounce on Change

### Innovation = change

Innovation by its very definition means change. CATS acquire tactics to deal with the energy of change. Because:

- There will be resistance or it isn't innovation
- There is a difference between compliance around change and commitment to change

Think of a recent innovation and ask yourself the following questions:

1. Have you clearly stated the advantage to the consumer in a clear and unambiguous manner?

---

2. Does the consumer have control over the extent to which he or she uses the innovation?

---

3. What is the downside or risk of the innovation?

---

4. Does the innovation have a familiar feel?

---

5. Is it easy to get into and out of the innovation?

---

---

**All CATS are change agents**



## CATS Pounce on Change

### Natural energy

The most innovative organizations are fueled with natural energy. This is the energy of commitment and it can't be demanded, only invited. Think of a situation where you experienced natural energy.

Describe the circumstances:

---

---

How did it feel to work there?

---

---

Describe your feelings about the result:

---

---

Now consider the opposite, a toxic place where it feels a bit like a dictatorship. How would the environment affect the energy in such a place? Where would you choose to work?

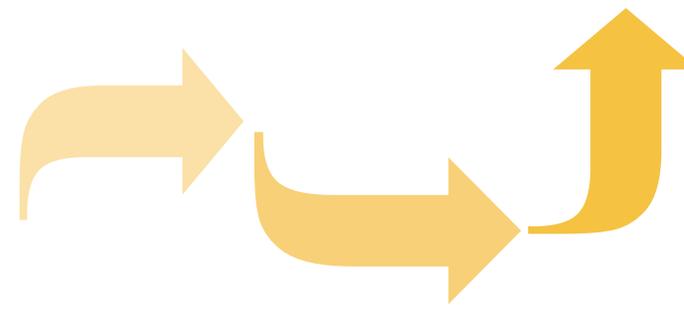
---

---

---

---

**Life TIP** Use natural energy as your life map. Always ask yourself, is the energy natural? This may be the single most important question you can ask.



# CATS Pounce on Change

## Reactions to change

How do you react to change? Really?

---

---

What can you do to feel more comfortable with change?

---

---

---

How does your organization react to change?

---

---

---

---

What are some other words you could use for change?

---

---

---

---

# CATS Pounce on Change

## Embracing change

CATS help people embrace change or resist change well.

We all resist some changes because we are normal. When is the resistance less?

- When you trust those around you to “do the right thing”
- When you have an open mind and want to learn, grow and develop
- When you are comfortable with uncertainty and willing to step out of the comfort zone and try new things
- When you understand why change is needed and what it entails for you personally, for the organization and for its stakeholders.

When is resistance to change helpful?

---

---

What is meant by resisting change well?

---

---



- **CATS chase down change and say:**
- This is the big picture
- These are our objectives and priorities
- This is why things are happening like this
- This is how your team fits in
- This is how you fit in
- This is how you will be affected
- There will be procedures to support you
- This is our transition plan
- Here's how we'll monitor progress and measure success
- Here's how to get more information if you want to...



## CATS Pounce on Change

### CAT NAP

Think about all the changes in your lifetime, your parents' lifetime, and your grandparents' lifetime. Don't you wonder what lies ahead?

60

### CAT NIP

Discuss the following statement:

When you see a corporate headquarters as you drive along the freeways of any major city ask yourself: How did it get here?

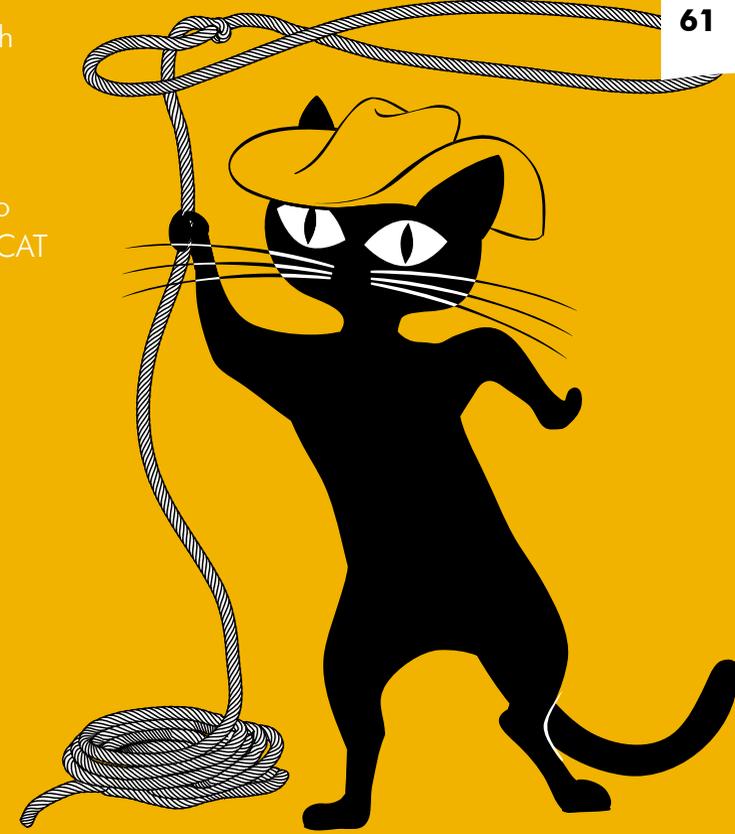
## Life Nine CAT Wrangling

Many call it leadership but when you work with CATS, a special form of leadership is required. It's called CAT wrangling. This is because a special kind of leadership is required for CATS.

Cat wrangling is about leading other CATS to innovation...and as we all know CATS can be just a tad hard to wrangle. So here's where the leadership, the discipline and the determination comes in...

- CAT wranglers understand the box within which they live. It is quite normal and very important.
- Provocation is one way out of the box. It is about lateral thinking and movement.
- All CATS need to learn to play well with others.
- A break is when the work gets done, so give your CATS plenty of space for creativity.
- Sometimes the CAT wrangler needs to stir things up a bit.
- All CATS need to learn to play well alone.
- Some CATS have so much to contribute that you need to change or break the rules.
- Nothing is as important to healthy CATS as a good CAT fight.

61



# CAT Wrangling

## The dos and don'ts

### What CAT Wranglers Do:

- Support
- Foster
- Invite
- Tolerate
- Envision
- Strengthen

### What CAT Wranglers Don't Do:

- Codify
- Dictate
- Pre-judge
- Divide
- Control
- Maintain status quo

Now you add in some words:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

# CAT Wrangling

## CAT wranglers I know

Think of someone you believe is a CAT wrangler.

Complete the following sentence:

\_\_\_\_\_ is a CAT wrangler because

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Think about you.** Complete the following sentences:

I would call myself a CAT wrangler because

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I want to develop my abilities as a CAT wrangler by

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## CAT Wrangling

### Wrangler secrets

If you want to be a CAT wrangler start by being a copycat and mimicking some of the best kept secrets of those who wrangle well:

- Provide the vision that glues diverse innovation pursuits towards a common purpose.
- See opportunity where others don't.
- Mediate disputes among eager innovators...CAT wranglers are trusted for their impartiality.
- After a CAT fight insist that the combatants rebuild their personal relationship.
- Attain competence in the other eight lives of innovation.
- Keep the team together in times of crisis.
- Work to keep a high level of morale.
- Monitor natural energy.
- Maintain an exceptional sense of optimism when others have long given up in the innovation journey, based on a realistic assessment of the situation.
- Be caring, compassionate and forgiving.
- Help other CATS to flourish by giving them the freedom to be themselves.

What other secrets could you add to the list?

---

---

---

---

---

---

---

psst!

## CAT Wrangling

### Adding value

CAT wranglers have a knack of taking an idea at a conceptual stage, then refining it and adding value by shaping an abstract concept into a concrete, tangible model. They are able to spot opportunities that others fail to see.

How can you *add value* to the innovation process? How can you enrol others in *adding value* to the innovation process?

How can you:

Help people understand exactly what will happen to them and around them?

---

---

---

Help people feel good and see where they fit in?

---

---

---

Help people maintain a sense of identity and worth?

---

---

---

## CAT Wrangling

### CAT NAP

Take a well-deserved break.

### CAT NIP

There are in fact real cat wranglers. You meet them on film shoots when a cat was needed. They come with a variety of cats in cages and a few tools. The most interesting tool is the stick with a soft fluffy end that is used to “guide” the cat to go in the desired directions. Of course the cat almost always does whatever she wants. Discuss the special challenges and opportunities of working with CATS.

66

# CAT BELTS

## How to Earn a CAT Belt in Innovation

Once you have negotiated the four challenges and nine life sections of this workbook, whether alone or in a seminar setting, you are ready to earn a CAT belt.

There are five CAT belts to earn.

Upon achieving the level five CAT belt your name will go on a roster reserved for those who can claim the title “whiskers”. To see this roster go to [www.ninelivesofinnovation.com](http://www.ninelivesofinnovation.com)

Good luck and may the cats be with you.

67



## First Degree CAT Belt

The first degree CAT belt is canary yellow because miners used to carry birdcages into the mines with canaries in them.

When the canary flopped over on its back dead, the miner knew the air was foul. Keep your innovation canary alive with a first degree CAT belt.

Over a period of two weeks you need to monitor your **resistance** to creative tasks.

What tasks were you resistant to?

---

---

---

---

How did you react?

---

---

---

---

Establish personal goals that will allow you to conquer **resistance**.

Goal 1: \_\_\_\_\_

Goal 2: \_\_\_\_\_

Goal 3: \_\_\_\_\_

---

---

Read a book on resistance to change. We suggest the *War of Art* by Stephen Pressfield. This powerful little book suggests that the biggest hurdle faced by anyone who wishes to make a difference in the world is *resistance*.

Locate others books and articles on resistance to change:

---

---

---

---

---

---

---

---



## Second Degree Cat Belt

The second degree CAT belt is red because mind mapping is to CATS as red is to a bull.

Mind mapping addresses three of the challenges to innovation:

1. It provides a mobile system for lightheartedness.
2. It is a constant provocation to move outside the norm, a change not only in the way you take notes but in the way you externalise your thoughts.
3. Mind mapping is a brain friendly system.

And since mind mapping is a brain friendly system, once you start you'll never go back to boring linear notes.

To earn this belt you must become a mind mapper.

Use mind mapping for the next month.

Remember to use your colored pens!

Mind mapping was created by Tony Buzan and Mind Map is a registered trademark. Go to Tony's website and begin an journey of discovery.  
[www.buzanworld.com](http://www.buzanworld.com)

## Build your mind map

On this page create a mind map of the nine lives of innovation. Go out at least three branches.



## Third Degree CAT Belt

The third degree CAT belt is black as a reminder of the dark nature of failure in human psychology.

To earn a third degree CAT belt it will be necessary to move right outside the comfort zone and face head on the role of failure in learning.

Those who achieve this CAT belt are allowed to wrap their black belt with a yellow belt as a symbol of their freedom from the oppression of failure.

So you are going to have to do something which you are not, at the moment, terribly good at...

You must create and give a presentation that integrates the learning of a skill such as juggling **and** the role of failure in all learning.

Explain in your presentation how practice doesn't make perfect but perfect practice makes perfect.

What new skill could you learn for this assignment?

- Juggling
- Hackysack (foot-bag)
- Yo-yoing
- Scrapbooking
- Ballroom dancing
- Knitting
- A foreign language
- Hula hooping
- A musical instrument
- Cooking
- Karaoke
- Drumming

Who will you invite to your presentation?

---

---

What could the people at your presentation learn and what can you learn from them?

---

---

---

### TIP

Search the web for instructions on your new skill.



## Fourth Degree Cat Belt

The fourth degree CAT belt is green as a constant reminder of the verdant nature of innovation.

The fourth degree CAT belt can only be earned by those who have the other three belts. When you have completed the assignments listed here, present your accomplishments to any “Whiskers” for approval and guidance in achieving a final belt.

To gain your fourth degree CAT belt you must:

- a. engage in strenuous physical activity at a time when ideas are not flowing and experience the result
- b. apply the concept of quick prototyping
- c. try a few lateral thinking techniques in an innovation session
- d. join a trend spotting service (many are free)
- e. Locate a website that yells innovation to you either in content or form or underpinning premise and pass it along to others

What strenuous physical activity is best for you to get the ideas flowing?

---

What do you need to learn about rapid prototyping to make it work for you?

---

---

What lateral thinking activities work best for you?

---

---

Search the web for trend spotting services.

List your top 5 innovation websites:

1. \_\_\_\_\_

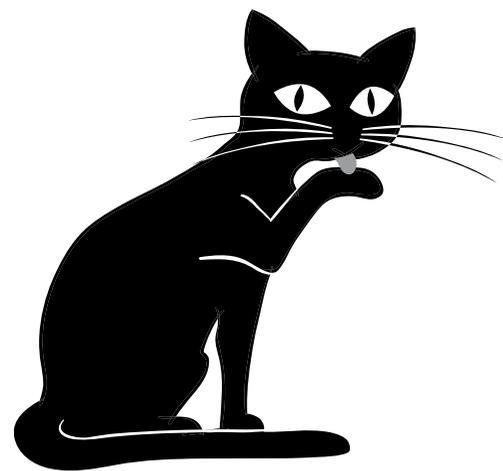
2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

Hold a competition at your work for the best website on innovation.



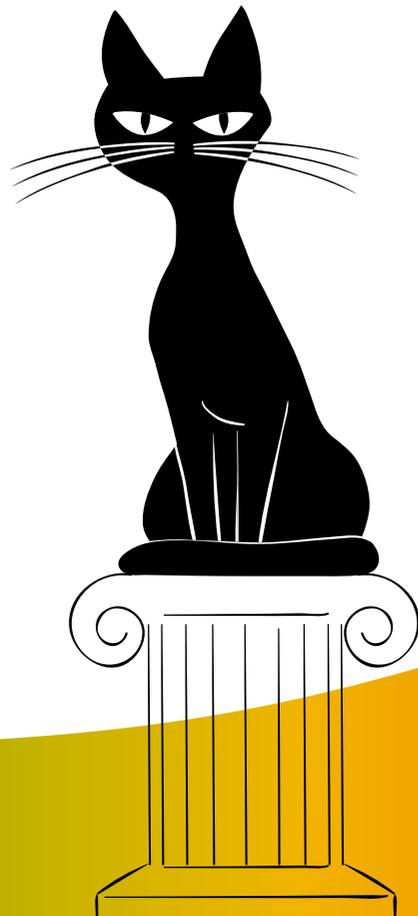
## Fifth Degree Cat Belt

A common definition of mastery is the ability to successfully teach others. So here is your chance to prove your mastery.

The fifth degree CAT belt is reserved for those who commit to teaching others the ways of the CAT. If you are willing to accept that challenge then you may continue and work towards the highest belt – the belt worn by those who are “Whiskers”...a belt of many colors – a rainbow belt.

To earn a fifth degree CAT belt, you need to coach at least ten students to their first CAT belt.

At that point you are qualified to be a licensed teacher, proud owner of the fifth degree and entitled to use the honorary title “Whiskers”.



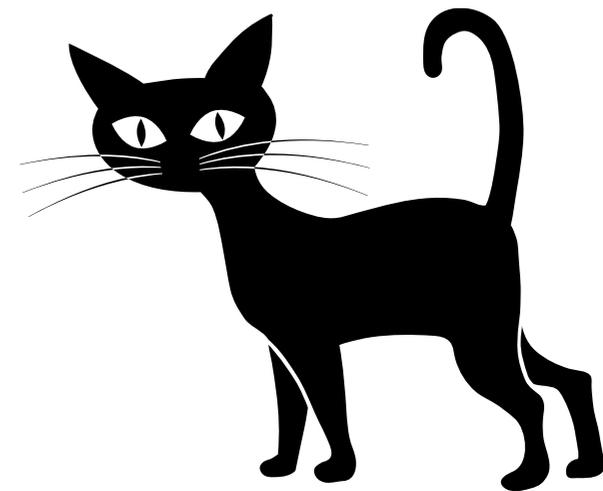
Who will you coach to their first CAT belt? Will you form a group or do it individually?

Record your students below by name and with email addresses for later verification by the Whiskers Committee.

Name	Email Address
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____
9. _____	_____
10. _____	_____

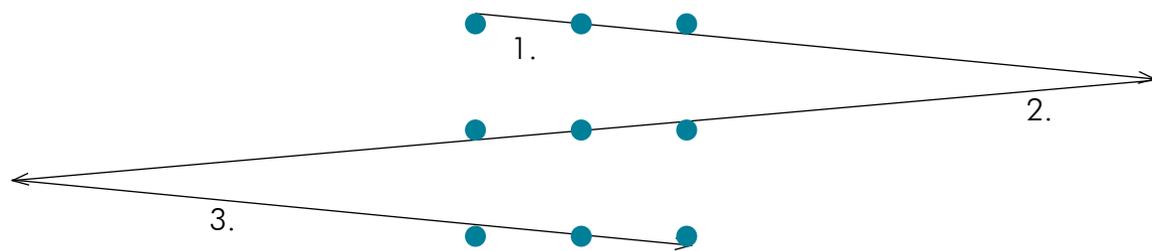
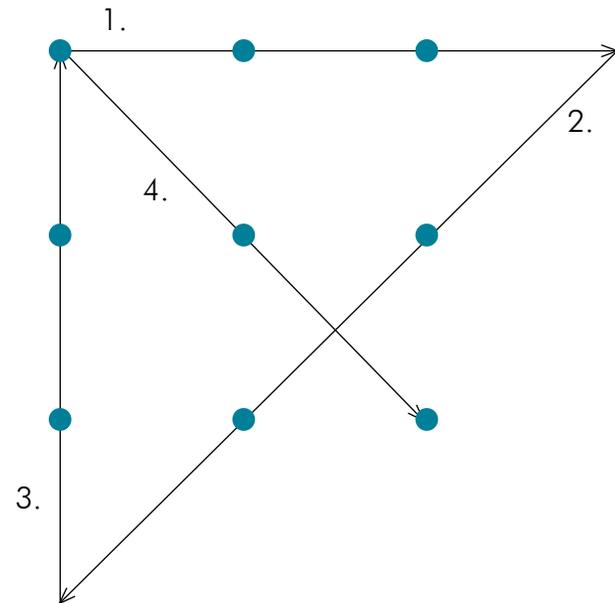
When you have completed this task go to [www.ninelivesofinnovation.net](http://www.ninelivesofinnovation.net) for instructions and application for the title of Whiskers and the official downloadable Whiskers certificate.

**Congratulations!**



## Beyond Nine Dots Solution (see page 18)

There are various solutions, here are two of them:



Advanced Note: You can connect all nine dots with **one** straight line if you turn the plane on which the nine dots sit on its side. Really.

## Resources

We have drawn on our personal experience to present resources we have found most useful. You can search the web for a more complete list.

In the field of innovation there are many talented people and a few certified geniuses like Edward de Bono MD, Ph.D., Tony Buzan, and David Whyte, who have dedicated their life to creativity and innovation.

### Innovation Tools

*Six Hats Thinking™*

*A Whack in the Side of the Head*

*Innovation DNA*

*The Business of Paradigms*

*The Deep Dive*

*Guilford's cube*

*Mind Mapping™*

*Daily Pages*

*The FISH! Philosophy*

### Our Favorite Books

*The Art of Innovation*

by Tom Kelly

*Orbiting the Giant Hairball*

by Gordon McKensey

*The Innovator's Dilemma and*

*the Innovator's Solution*

by Clayton Christensen

Any one of the many books written

by Tony Buzan

*The Knowledge-Creative Company*

– *How Japanese Companies Create*

*the Dynamics of Innovation*

by Ikujiro Nonaka and

Hiroataka Takeuchi

*Brain Child*

by Tony Buzan

The current landscape of innovation is fun, frolicking, festive and frantic. We hope it always stays that way.

# The Authors

## Stephen Lundin Ph.D.

Stephen C. Lundin, Ph.D., U.S. author of the multi-million copy best selling FISH! books, has been a working creative and a student of innovation and creativity for over 40 years. Steve is a writer, speaker, film maker, online professor and partner in Top Performer Academy.

He has long been bothered by the love-hate relationship that business has with innovation. While singing the praises of innovation, businesses are often quite uncomfortable with the parts and pieces. That discomfort is often the result of the odd and disjointed way creativity and innovation are presented. Too often seminars and workshops on innovation are rich with wild and sometimes weird activities but light on application and structure. Steve has had a life long dream of creating a framework for innovation that both honors its heritage while simplifying the structure and clarifying its uses.

## Vivienne Anthon

Vivienne Anthon is a successful Australian business woman, presenter, consultant, lecturer and author who has long been fascinated by the role and power of innovation and creativity. After receiving her law degree, she went on to obtain post graduate qualifications in education and business.

She is convinced that innovation is not the sole preserve of large, well resourced companies, and not the exclusive domain of the so-called "creative class".

Vivienne holds a number of board positions in the not for profit sector. She is fascinated by innovation in that sector, where limited resources and stakeholder complexities often combine to make innovation the key to survival.

Vivienne works with individuals to explore and mine personal innovation possibilities, which she believes are unlimited and which can be unleashed through the framework that CATS provides.

## Carolyn Barker

Carolyn Barker is an Australian-based executive manager, publisher, journalist, adjunct professor and company director who travels throughout Australia and internationally to consult to the private and public sectors.

Carolyn has conceptualized and edited the best selling Management Today book series which examines management, leadership, innovation and culture. She has a passion for innovation in the Performing and Visual Arts which she supports through her work as Chair of the Board of The Queensland Symphony Orchestra. In 2005, Carolyn became a Member of the Order of Australia for her service to business through management and education and to the Arts.

Carolyn is a serial innovator who is sought out by businesses of all shapes and sizes to incubate ideas and bring them to market. Her optimistic and energetic attitude to learning combined with a personal motto is "if you dream it, it will come", makes her an innovation mentor and advocate. In CATS Carolyn sees the framework that will support and inspire those who innovate to make a difference.

## Jimmy Tan

Jimmy Tan is an accidental innovation champion who stumbled into the exciting world of innovation when he became Director of Entrepreneurship at Thomson, a world leader in video technologies. It was in this role that he met Dr Stephen Lundin, while benchmarking innovation practices on a fellowship program with the Innovation Network. Thus began a love affair with 'corporate innovation'. And in the field of innovation Jimmy brings a strong foundation of practicality.

Jimmy is committed to helping clients formulate and implement innovation strategies to improve business results. He organized one of Singapore's first innovation conferences at a time when innovation was cited as a national imperative.

Jimmy continues to do research on corporate innovation, bringing his perspective to CATS: *The Nine Lives of Innovation*. He has been featured on radio and regional television in Asia, sharing his ideas on change, leadership and innovation.



