

DYNAM 692 Innovation in Organizations: Class 3 Summary

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Mindfulness exercise

We began with an exercise led by *Aurora M. Casta, M.D.*, psychiatrist for the University of Pennsylvania Counseling and Psychological Services (CAPS) designed to help you transition from the "working, thinking world" towards greater awareness of your body, mind and surroundings. We used this to help prepare you for the movement exercises that follow.

More on Mindfulness:

Books

Kabat-Zinn, J. (1994). *Wherever you go, there you are: Mindfulness meditation in everyday life*: Hyperion Books.

Siegel, D. (2007). *The mindful brain: Reflection and attunement in the cultivation of well-being*: WW Norton & Company.

Siegel, D. (2010). *Mindsight: The new science of personal transformation*: Bantam.

Video

Blue Man Group and "Dr. Dan Siegel" <http://www.youtube.com/watch?v=OO0IEttCjj0>

Mindfulness with Jon Kabat-Zinn: http://www.youtube.com/watch?v=3nwwKbM_vJc

Jon Kabat-Zinn: Coming to Our Senses: <http://www.youtube.com/watch?v=qvXFi2ZXT0>

Pema Chodron "Troublemakers": <http://www.youtube.com/watch?v=m7qFi52FX1Q>

The power of Mindsight: Daniel J. Siegel, M.D. - 10/18/09

<http://www.youtube.com/watch?v=Nu7wEr8AnHw>

Coordinated Creativity: Insights from Improvisational Dance

The movement exercises we did in the first half of the class are designed to illustrate how the arts inform the challenge of coordinating unplanned activity. Material from the session is available at <http://tech.groups.yahoo.com/group/Ciow/files/Improvisation>.

My Teaching Notes, which includes the class exercises and the rationale behind them:

<http://tech.groups.yahoo.com/group/Ciow/files/Improvisation/CoordCreativityImprovDance.pdf>

Improvisational Dance Exercises Power Point instructions:

<http://tech.groups.yahoo.com/group/Ciow/files/Improvisation/tangodyn692.pptx>

More on Tango:

My experience learning tango in Argentina: [Finding Connectedness in Buenos Aires](#):

Organizational Innovation

Lecture notes available at tech.groups.yahoo.com/group/Ciow/files/2.InnovatingWithinOrganizations

Where does Innovation come from?

Discussion of "The Televisionary" by Malcolm Gladwell: Does innovation come from **the Lone Individual Genius or from the large organization?**

Nearly all innovations come from organizations and a larger Social System of Creativity

Independent Importance of Organizations and Innovation

Organizations

- Corporations and bureaucracy something new in the 19th century
- Now the principal organizing systems for complex society

Innovation increasingly Important

- Rapid economic change
- Workers themselves press for the change

Irony: Organizations Established to Standardize & Control now the Fulcrum of Innovation

Changing Nature of the Organization

To try to become more Innovative

But Barriers still strong:

Video: [Barriers to Innovation and Inclusion at NASA](#)

Gives you some idea what you're up against.

The 21st c. Creator Must not only develop insight, but also:

- **Demonstrate the worth of the insight**
- **Deal with competing co-workers**
- **Shepherd it thru the organizational quagmire**

Next Class, October 6

Readings

- "Change from Within: Roads to Successful Issue Selling." Ch. 13 of *Organizational Behavior & Processes: Managing for the Future* (Southwestern, 2006) handed out
- Freeman "Three perspectives to understand organizations" (Especially Political perspective), *Management Insights*, October, 1999 pp. 1-8 (Available at: <http://tech.groups.yahoo.com/group/Ciow/files/2.InnovatingWithinOrganizations/>)

Exercise and Case to prepare (handed out):

- Issue-selling exercise: What should be Chris's major concerns? How to proceed?
- Case: INEX: What should Jones do? How can he get INEX to adopt his proposal?

Course Project

Turn in a Written Course Project proposal

You won't necessarily have to do it, but the more project ideas at this point, the better.

Think about a class exercise for Synectics visit

We need a work related problem that requires a creative approach such as that laid out in Chapter 7 of *Creativity, Inc.*