



### 5 TIPS AND CHECKLISTS\*

	<b>TIPS/QUESTIONS</b>
<b>The following questions can be used to determine, whether the climate in a company is favourable for innovation and creativity, and to identify existing barriers.</b>	
<b>Sociological barriers</b>	
Too many committees	<input type="checkbox"/>
Too much routine work, too little time for creative activities	<input type="checkbox"/>
Excess of regulations and prescriptions	<input type="checkbox"/>
Criticism and doubts by third parties	<input type="checkbox"/>
Limited possibilities for exchanging ideas and team work	<input type="checkbox"/>
Lack of appreciation of new ideas	<input type="checkbox"/>
Strong traditions, taboos	<input type="checkbox"/>
<b>Psychological barriers</b>	
Search for the absolutely perfect solution	<input type="checkbox"/>
Tendency to follow the usual procedures	<input type="checkbox"/>
Tendency to develop opinions too quickly	<input type="checkbox"/>
Disappointment, resignation	<input type="checkbox"/>
Tendency to come round to the others' opinion	<input type="checkbox"/>
Contentment with the present situation	<input type="checkbox"/>
Inhibitions to tell one's opinion	<input type="checkbox"/>

\* Chapter 5.7.6 of the textbook provides more detailed checklists for the economic, environmental and technical evaluation of CP options.



## 5- Checklist – Innovation and creativity, option finding

 <b>TIPS FOR SUCCESSFUL INNOVATION</b>	
In terms of innovation, evolution comes before revolution. Companies which develop their know-how steadily are more successful than those which break new ground.	<input type="checkbox"/>
Close and direct cooperation is decisive for the success of innovation. Small, dynamically growing teams with little fluctuation achieve better results than virtual teams.	<input type="checkbox"/>
It does not make sense to include all departments in the project team right from the beginning. Successful companies start the process of idea generation with small, efficient groups which grow step by step.	<input type="checkbox"/>
Successful companies entrust the development and implementation of radical innovations to experienced project leaders.	<input type="checkbox"/>
Successful companies do not deviate too much from the financial target and time frame they have set for a particular innovation process. At the beginning they accept certain learning effects. Once the process is on-going, however, they set clear goals and keep to them.	<input type="checkbox"/>
Successful companies offer better incentives than their less successful competitors. These include financial and non-material incentives such as career opportunities.	<input type="checkbox"/>
For highly innovative products potential customers have to be informed a long time in advance. Successful companies therefore announce their new products at an early stage with as much media coverage as possible.	<input type="checkbox"/>



## 5 – Checklist – Innovation, creativity and option generation

### Checklist: Select feasible options

Cleaner production option	Expected technical feasibility			Expected economic feasibility			Expected environmental feasibility			Feasible option? Yes/No
	Low	Medium	High	Low	Medium	High	Low	Medium	High	

Source: CP in Breweries, A Workbook for Trainers, UNEP, first edition in 1996