

What have we done to innovation and how can we change?

Uncaging innovation and scouting

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US executives have been married to science while having an affair with power for the past 80 years. Their first love has been scientific/rational management and their second, pragmatic management.

Rational management promised the perfect industrial machine: full control, high predictability and zero defects. Pragmatic management provided the means to this end. The real end result has been this: entre-preneurial spirit is brought under the control of those attempting to establish order, precision and control.

The problem for rational management is that the creative and entrepreneurial spirit of innovation produces “defects.” (e.g. Apple Computer produced two defects in the 1980s: the Lisa and Apple III. These defects reflected the innovative spirit of Apple.)

The caging of innovation and business

Rational management and pragmatic management were very successful for four decades. American management was almost universally envied for its achievements. However, as the more adventure-some leaders were replaced with risk-phobic managers, the health of the golden goose began to deteriorate. Business declined.

During the 70s and 80s, the soul of American business and its associated spirit of creativity, innovation, and risk-taking faded. The human spirit does not express itself well under excessive control. American business, as a human entity, was dying.

Caging the soul of innovation — A British musician, Sting, sings of the death of the English shipbuilding industry, youth’s despair about the future and its dream of sailing to the *Island of Souls* in a song called *The Soul Cages*. The singer and writer uses the metaphor soul cages to describe how the creative spirit is trapped and loses hope. This metaphor has important implications for creativity and innovation. The first is the caging of the human soul. Caging begins with the loss of appreciation for the soul.

How are soul and innovation related to each other? Few organizations, consultants, executives or scholars make reference to the concept of soul. This is unfortunate. The concept of soul has traditionally been associated with creativity and the essence of human activity.

For the Greeks, the soul was the source of human creativity and life. The soul was a critical dimension of the most basic foundations of our civilization. This concept is reflected in the term, psychology, based on the Greek word, psyche, which means soul. Without a soul, humans become robots.

The importance of the soul for today’s organization is suggested in the title of Tracy Kidder’s book, *The Soul of a New Machine*. Kidder’s book is a story of creativity, innovation, and the results that come from uncaging of the human soul. Without the human soul, there can be no new machines because human beings are the only organizational element capable of creating them.

The soul of American innovation... The human soul, observed Carl Jung after exploring the depth of the psyche, is infinite and can not be limited. America's founders recognized this. They communicated through their writings, the *US Constitution* and the *Bill of Rights* a powerful and soulful message: leaders must take care not to build soul cages and must provide youth with opportunities to build ships to sail to the island of the souls. The founders of the American nation envisioned America as an experiment and not a final solution to be placed in reinforced concrete. Thomas Jefferson, expressed the experimental perspective when he called for a revolution every couple of generations.

Core values and the soul of innovation... These founders placed significant emphasis on three core values in the constitution: life, liberty and the pursuit of happiness. These are values of the human soul and can not be limited to specific or time bound definitions; they are dynamic and self-renewing. Life is not a lifestyle. Liberty is not a set of rights. And happiness is not materialism.

Many of our current organizational leaders appear to have forgotten the American vision and insights of its founders. In their obsession over control, power and profits, they have consciously or unconsciously created soul cages.

The rear-view cage — Instead of expecting the best and trusting people, they adopted the view that human nature is inherently flawed. The flawed view of human nature required that to produce good or goods, humans must be controlled and monitored (put in soul cages), and given regular doses of motivational pabulum. The resulting management style was similar to driving forward while focusing all your attention on the rear view mirror. The question never answered is, who controls the controllers?

The status quo cage — If you accept the idea that a primary purpose of many management structures and techniques is to maintain the status quo, you will realize why the resulting destruction of creativity and innovation is often not noticed until too late. Creativity, experimentation, and innovation are inherently irrational and disorderly. They do not fit well with obsessive control and quarterly returns. The builders of soul cages tend not to recognize the needs of organizational members whose souls require spiritual liberation in order to create.

Detecting caging behavior and activities — Soul cages are formed whenever limitations are placed on imagination and the creativity of the human soul. They also arise when we forget Jefferson's insight: the need for continuous revolution.

Recent articles indicate that the Florida Power and Light Company may have discovered their unconscious soul caging when employees complained that the firm's TQM policies limited their ability to respond effectively to customer needs.

"Get innovative or die..." Tom Peters' recent injunction to US Business is: "Get innovative or die." Implicit in this idea is the associated injunction: "Stop building soul cages." This is true for individuals as well as for organizations.

The former director of group planning for Shell International, De Geus, studied the life span of organizations and found that one-third of the *Fortune 500* firms disappeared from the list between 1970 and 1983. He also found that a small number of firms continued beyond seventy years. Further investigation revealed that the survivors were continually engaged in exploring opportunities. They never stopped unleashing the creative spirit of their members.

Revitalization and time for it is essential — A second implication of Sting's song is that youthful souls must periodically return to the Island of Souls for restoration and revitalization. He sings of the youth who wants to venture forth. *Youth* symbolizes the potential for renewal of the human spirit. *Island* symbolizes the great mystery and potential of the unexplored and unexpressed.

Opportunities for adventure are essential to the human soul... Without adventure, psychologist James Hillman observes, "...there would be no spiritual drive, no new spark, no beyond the given, no grandeur, and no sense of personal destiny." The youthful nature of soul is not limited to those who are young. Youth is found within all; however, creative organizational design and leadership is needed to provide the environmental context which evokes the youthful soul.

Sting's song reminds us that the key to encouraging creativity is the support society and its organizations provide for the soul's high adventure. This was the lesson learned by the chairman of Florida Power & Electric Co. and others who have sufficient awareness and sensitivity to perceive the soul cages within their firms.

“Americans used to be the greatest travelers and adventurers in the world. Then, in the 1970s, they stopped traveling so much and learning about everyone else.”

What have we lost?

American business once tended to support the soul's high adventure. However, this seems to have changed. Alain Gomez, Chairman and CEO of Thomson S.A., observes: “Americans used to be the greatest travelers and adventurers in the world. Then, in the 1970s, they stopped traveling so much and learning about everyone else.”

A sense of adventure — Americans have also lost their sense of adventure for looking outside their firms, their specializations, and their associated mindsets. Our nation seems to cling to the past and has become fearful of creativity and innovation. Such an orientation is reflected in two of President Bush's favorite themes: *order and stability*. The nation's goal seems to be maintaining “stability in the region” rather than innovation for the world. In the 1960s, our nation's vision was one of adventure. President Kennedy called for an adventure into the mysteries of space. Our nation cheered for the astronauts, who became the new explorers of the unknown.

Today, our heroes are not explorers but defenders; and our President Bush degraded the call to adventure: *that vision thing*. Truly, we are caged souls who have forgotten the needs of the soul implicit in our ancient mythology.

Scouting; an almost forgotten art and skill

There are signs today that the spirit of adventure is alive within many individuals, groups and organizations. There is recognition of the importance of liberation; and there are leaders who have recognized their responsibility for not creating soul cages.

They encourage people to dream impossible dreams, to experiment, to explore, to learn, and to build new ships for traveling to the island of the souls. These leaders are engaged in and strongly support a re-emerging individual and organization activity: scouting.

The roots of scouting — Scouting has been employed by adventuresome leaders to facilitate revolutionary change, innovation, and creativity throughout history. Scouts have been dispatched to explore, discover, and map both known and unknown territory. Scouting activity has produced new conceptual frameworks, fresh process insights, and other forms of new knowledge and skills.

Two Russian examples... Peter the Great, 18th century czar of Russia scouted Europe to gain knowledge and skills necessary for transforming Russia from a medieval state to a nation of *Enlightenment*. Today, many study teams from Russia are travelling the world to find models and techniques to help transform their country into a democratic and market driven nation.

Portugal's scouting prepared the way for Columbus... Prince Henry of Portugal, sent scouting parties to explore and chart the coast of Africa to establish a route from Europe to Asia. Prince Henry's support of scouting resulted in the development of a number of important innovations. Some of these innovations created opportunities which were later used by Columbus in his scouting trips.

Scouting in the US... Some of America's founders scouted the ideas and structures of the American Indian government. They incorporated Iroquois and Seneca ideas and practices regarding liberty and governance into their vision and systems. Thomas Jefferson dispatched Lewis and Clark to scout the Louisiana Purchase to bring back information as to how this new region could best be managed.

Scouting in Japan... The Japanese have a long tradition of scouting dating back to the 16th century. They have consistently demonstrated an aggressive willingness to scout, to learn, and to apply discoveries. The effective utilization of the fruits of their scouting activities has been a factor in their relatively rapid emergence out of the ashes of World War II to become a global giant in the world of trade.

Types of scouting — Organizational scouting activities vary as to their specific focus. Variations of scouting include the following:

- Paradigm scouting
- Path creation scouting
- Pathfinding scouting
- Basic research scouting
- Innovation scouting
- Solution discovery scouting

Scouting paradigms

Paradigm scouting, sets the stage for the other six by describing the adventure of recognizing a need for moving beyond past and present paradigms.

Organizations have entered an era in which change is so rapid that the most important scouting efforts may need to be directed toward seeking new paradigms to guide organizational efforts. Paradigm scouts are the explorers of the island of souls and beyond. In recent years, many individuals have pointed out we are in a new era. Four *scouting* books in particular share the view that a new age is upon us:

In *The Third Wave* and *Power Shift*, Alvin Toffler suggests we are moving into a new age. This age is characterized by a shift from the clock-like world of Newton and its manifestations in the past industrial era to one for which we are only beginning to discover and create.

In *Creative Work*, Willis Harman and John Horman suggest the primary role of business in a global society is transforming from an almost exclusive emphasis on material economics to learning and the development of human potential.

Peter Drucker's book, *The New Realities*, suggests our old maps of reality have lost their usefulness and we must discover new ones.

Paradigm shifts in quality management —

Signs of this paradigm shift are suggested by the changing attitudes toward quality. Many firms have attempted to respond to this challenge by quickly implementing some form of TQM. However, TQM tends to be rooted in the 1940s concepts of quality management (QM) based upon the views of Deming and Juran. These traditional views have diminishing value when organizations must address emergent markets and environmental issues such as increased market diversity.

Beyond the first quality... Customers expect quality but they also expect something beyond that which can be provided by traditional TQM. Thus, there is a need to discover and develop new paradigms to guide organizational thinking.

Subjective and objective quality... Quality has both a subjective and an objective nature, as is pointed out in *Zen and The Art of Motorcycle Maintenance*.

In a dynamic market, the subjective aspect of quality is continuously evolving which, in turn, changes the nature of objective quality. This means organizations need to engage in paradigm scouting for all aspects of organizational life

including QM which will be dynamically transformed as the existing paradigm changes.

The emerging fourth phase of the quality paradigm — The emergence of a new quality paradigm is illustrated by the changing nature of the meaning of total quality management.

Phase one: product reliability... The first phase of quality management (QM) focuses on product reliability, problem solving, and improving the existing system.

This phase is reflected in GM's theme "GM is putting quality on the road" and the commercials showing the testing of products. It is based on traditional concept of quality: product reliability.

Phase two: meeting customer's perceived needs...

The second phase involves an alignment between perceived or interpreted customer needs and the firm's products. Techsonic, a producer of sonar devices for fishing, conducts intensive focus group research with customers and produces products based on their expressed needs.

This phase also involves consideration of quality of worklife issues. Motorola is an example of this customer and quality of worklife orientation. Motorola has given increased attention to becoming a customer-oriented firm through employee involvement.

Phase three: exceeding customer expectations...

The third stage involves discovering the unexpressed needs and wants of customers through more effective use of intuition and marketing imagination.

Recognition of a need to break out of conventions has been demonstrated in the activities of organizations. Examples include the Sony Walkman, the Honda Acura, the Macintosh computer, Mazda's Miata, Tandem's *No-Fault* computers, and the ecological product orientation and "non-hip" marketing of the Body Shop.

These organizations recognized the linkage between product or service creativity, self-development, meaningful work and employee involvement programs. For example, the Body Shop mode of operating illustrates the inclusion of an eco-quality mindset.

Phase four: stewardship: creating products and services consistent with life values... Sensitive observers of the global society are alerting us to an emergent fourth phase of quality management.

This phase requires exploring potential future wants and needs of customers (which appear to center on themes of purpose, value, and the meaning of life). This will transform the purpose of enterprise to something beyond a goods and services production orientation to a stewardship philosophy. This new phase makes the intangible primary and the measurable secondary in quality decision making. This phase also involves efforts to develop organizational contexts which will liberate human potential.

Pioneers of the fourth phase

The Rouse Company — In 1938, Jim Rouse founded the Rouse Company, an urban development firm, based on fourth stage QM. The goals of the firm were:

- To provide a place for personal and professional development
- To perform activities that are meaningful and useful to society
- To create a profit resulting from the first two goals.

Rouse has created one of the few successful model communities, Columbia, Maryland; and has also produced numerous successful redevelopment projects: St. Louis' Union Station, Faneuil Hall Marketplace in Boston, New York's South Street Seaport and Harborplace in Baltimore.

Patagonia — Another example is found in the activities of Patagonia, a producer of outdoor sportswear. The company has given conscious attention to supporting a high quality environment while providing high quality products and services. The firm's goal is to recycle 70 percent of the waste produced by their production processes and those of their vendors. Patagonia includes quality of life considerations in plant site selection and is an active player in creating high quality community environments.

Thinking beyond global — This stage is requiring organizations to recognize the emergence of a transglobal myth; beyond the global paradigm. This myth is reflected in planning for a transnational mission to Mars and commercial ventures in space.

Shimizu Corporation... For example, Shimizu Corporation is currently exploring the creation of a space hotel by the year 2020. This orbital complex will be followed by a lunar hotel. Shimizu envisions the creation of a space resort network.

The Industrial Space Facility... Space Industries, Inc. and Westinghouse Electric Corporation are developing the idea of an Industrial Space Facility (ISF). The ISF will be used initially as a materials research lab.

Transglobal activities will, in turn, transform the nature of the existing quality management paradigm and open up opportunities for further liberation of the human imagination. These efforts will require further paradigm scouting efforts to cope with the new opportunities and challenges.

Supporting paradigm scouting

Paradigm scouting involves creating open space to stimulate and support flights of the human imagination. In *Leadership Is An Art*, Max DePree captures the spirit required for supporting paradigm scouting, "giants give the gift of space... space to be what one can be."

The scout's role — Scouting involves discovering and creating new contexts to support flights of the imagination. It also involves identifying and confronting core beliefs and assumptions about all aspects of an existing context. Scouts lead the way in helping organizational members to experiment with new ways of making sense out of their experience. Scouting efforts can involve performing midwife tasks related to the birth of the new while attending to the pain and grief associated with the death of the old.

Path creation scouting — Organizations frequently find themselves venturing into unknown areas in dynamic environments. These situations create a need for creating a new pathway or "path creation" scouting. This involves exploring unknown territory and creating unique pathways.

The path creating organization... Path creating is the way high performing systems evolve. These organizations evolve their own path of excellence. And they are undesignable organizations.

Peter Vaill observes that such organizations don't have a clear direction or vision for getting from here to there. Vaill states that he has never come across a high performing system that evolved from a rational pre-existing plan. He states that members make statements such as: "We had no idea things would turn out like this. In the early years, we hardly knew what we were doing. We were groping. We just did what we thought we were suppose to do."

At best, they have a dream. Leaders in the process of path creating use metaphors which imply vagueness and uncertainty. They feel as though they are in a “misty world” or are leading the organization through the wilderness. An example of path creating is Weaver Popcorn.

Weaver Popcorn... The firm’s adventure began when it experienced a quality problem with a Japanese customer. CEO Mike Weaver scouted quality leaders and the excellence literature. He implemented the current quality wisdom and was recognized as an excellent firm.

Later, he realized that the changes he had made were not enough. Weaver led his associates into the *wilderness*. He launched a number of experiments based on the insight that business is truly all about people. He had no pre-conceived idea of the dramatic changes that would take place with his firm.

Pathfinding scouting — Pathfinding involves identifying an array of existing paths followed by the selection or synthesis of a specific path suitable to the organization. Pathfinding can be both entrepreneurial and visionary. It may involve creating a new product or service.

The American Cafe... Robert Giaimo, founder of the American Cafe, spent two years scouting to develop his enterprise. Giaimo and his associates traveled around and experienced a variety of food establishments. They also scouted restaurant critics. The result of their scouting was the creation of a restaurant that was a unique synthesis of their findings.

Celestial Seasonings... Co-founder of Celestial Seasonings, Mo Siegel, used scouting to develop his products. Siegel spent time scouting the Colorado countryside for different herbs to enhance the taste quality of herbal teas.

Pathfinding for paradigms... Path-finding can also involve the identification of new paradigms and their application to organizational issues.

Gary Whitney... Using a new physics paradigm allowed Whitney to create an information system that enhanced his firm’s services to customers. In most firms, space and computing technology are organized on the basis of task segmentation and departments. Whitney realized that a better way was to use computing technology to create a flexible and somewhat formless process environment.

Now, new and modified designs are created in a continuous flow process which eliminates many problems associated with the former staged design processes. This transformation has allowed the firm to provide a higher level of post-design services to clients and provides associates with the “space-time” to engage in further creative activities.

Basic research scouting — Basic research scouting is confined to a specific set of fields of knowledge as they are developed within various universities and basic research institutions around the globe. Basic research scouts are knowledgeable in specific areas of scientific research which might have an impact on the firm in the future. This type of scouting involves discovering new developments before they become widely known.

American lead faltering... Americans were leaders in this form of scouting in the past. However, the Japanese are replacing them. They are increasingly setting up labs and sponsoring research in the US and other parts of the world. SRI International and Battelle report rapid increases in funding from Japanese firms. In fact, most of the basic research conducted by SRI is funded by the Japanese.

Hitachi Chemical... Japanese firms are also becoming more aggressive in developing links with universities. Hitachi Chemical has established a \$20 million dollar laboratory to conduct basic research at University of California-Irvine. One result of this and similar efforts is an increasing number of patents being awarded to Japanese companies and researchers.

Innovation scouting — The fifth scouting focus involves searching for innovations relevant to the firm’s products, services, and internal processes. Innovation scouting focuses on external innovations and/or on ideas generated from within an organization.

External innovation scouting... This involves boundary spanning adventures to gain knowledge for enhancing organizational effectiveness and/or for creating new products and services.

It’s not simply benchmarking! Innovation scouting should not be confused with benchmarking. The emphasis of scouting is not on adapting current processes or comparing the firm with other organizations. Current benchmarking efforts can become innovation scouting by transforming the

Caution: getting stuck in phase one or two can be fatal. Firms locked into the first or second phase can become soul cages. TQM, narrowly defined will limit their creativity and innovativeness. Harrison Owens, in *Spirit: Transformation and Development in Organizations*, says, "...corporations that are in any kind of product manufacturing, spend most of their time trying to control within tighter and tighter tolerances. Essentially, what that does is eliminate innovation. There's a reason for that. That's the way you make money, or at least that's the way you used to make money."

focus from accepting the other firm's standards to a focus on macrolearning and creative improvisation.

Macrolearning... Macrolearning involves becoming informed (and through the use of imagination and intuition) and creating new insights. This process goes beyond simple information gathering and refining. It involves "creative improvisation."

Japan and innovation scouting — The Japanese have become masters of innovation scouting while American firms tend to ignore it. Paul Cook, chairman of Raychem states, "What's frightening to me is the thoroughness with which the Japanese search the world for important technologies, learn them, know the patent literature, know the technical literature, and turn over every stone.... In fact, whenever we find technologies that we consider powerful, for which we have great expectations, it isn't long before the Japanese show up and say, "How about a license?" or "How about a joint venture?" We seldom get chased in this fashion by American or European companies."

A strategic Japanese activity... Robert Reich states that Japanese firms consider scouting an important strategic activity. Japanese firms send scouting teams on a regular basis to American and European universities, trade shows, and professional conferences. According to Reich, in 1988 approximately 5000 Japanese scientists worked in U.S. laboratories.

Internal innovation scouting — This type of scouting focuses on the creation of institutional rituals which facilitate discovering new ideas, developing products and services, and actualizing human potential.

At Microsoft... One example is Microsoft's initiation of innovation retreats. Microsoft conducts these weekend retreats on an ongoing basis to discover new product ideas.

At General Electric... Other organizations are also beginning to recognize the need for internal forms of innovation scouting. General Electric has recently established a forum at which all the major business heads meet to discuss their projects. This forum has been designed to support the cross-fertilization of ideas.

At Monsanto... Monsanto has created a technology council composed of the firm's top researchers. The council provides a place for

sharing ideas and stimulating new modes of thinking and practice.

At Hewlett-Packard... Hewlett-Packard (HP) supports internal innovation scouting by providing associates with open space and time to explore their ideas. (The firm's labs are open around the clock.) HP has also remodeled its research center creating a town square to encourage the swapping of ideas. It has created project teams of researchers, manufacturing, and marketing personnel to develop new products to meet customers needs.

Scouting for solutions — A great deal of managerial and associate energy tends to be devoted to problem solving. This is often the wrong focus.

Four reasons not to be a problem solver... One of the major mistakes managers make is defining themselves as problem solvers. The reason is fourfold.

1. First of all, this role definition focuses consciousness on seeking and solving problems. This can limit a person, group, or organization's field of vision and potential. In Mindfulness, Langer indicates people limit themselves through labeling which creates a context that focuses and limits awareness.

Stan Davis, in *Future Perfect*, observes another limitation of labeling people problem solvers. They develop a stake in maintaining the problems. This leads them to support an environ filled with pre-defined problems so that they can demonstrate their problem solving abilities. An example is found in the educational establishment which has defined a given set of educational problems. The learner has become a passive recipient as opposed to the active partner or independent seeker.

2. Problem solving processes often tend to assume the individual must be *hit* by the problem before action can be taken.

For example, poor quality was a problem before American firms were confronted by competitors with superior quality. However, it did not become a problem until profits began to decline. Problem solving has, in many cases, become a crisis management strategy.

3. Problem solving has become associated with a series of rational and linear steps.

An example is the process presented by Kepner and Tregoe in *The New Rational Manager*.

However, there is growing evidence of the limitations of this process. In a white water world, the rational manager is irrational because the environment is irrational. Using a rational process of problem solving leads the individual or group to be out of sync with an environment that requires quick decision making on non-routine issues.

Current research suggests quick and effective decision making involves:

- An emphasis on qualitative and quantitative *real time* information...
- Intuitive and creative right-brain thinking...
- Intense dialoguing leading to consensus with minimal analysis...
- Creating a diversity of alternatives...
- Comparing and contrasting alternatives...
- Seeking insights from street smart individuals...
- Integrating the choice with other decisions and tactics.

4. Human beings are not just problem solvers.

In *Self-Renewal*, John Gardner points out that human beings are also creatures of curiosity. We have a drive to explore mysteries. When people are limited to problem solving, they become weighted down and stressed out. Curiosity energizes and liberates people from the weight of their problems leading to an experience of renewal.

Solution discovery instead of problem solving — Scouting directed firms understand the limitations of problem solving and support curiosity by emphasizing solution discovery: discovering solutions to problems which haven't been formally defined as problems and may never be. For example, solution discovery scouting would have created a focus on quality before it became a problem. Curiosity would have led scouts to explore the Japanese's focus on quality.

At P.C. Connection... The purpose of solution discovery scouting is to maintain a flow of ideas and real time information. It focuses on what is: enhancing existing products and processes. P.C. Connection practices a form of solution discovery scouting. CEO Gallup constantly reviews every customer's letters and scans them to discover solutions. When one customer points out an issue, it's assumed that it may be a solution to unrecognized customer difficulties.

At Rubbermaid... Rubbermaid also employs solution discovery scouting in its new product development. One source of solutions is customer grumbling. Rubbermaid uses focus groups to discover customer grumbling. For example, participants in focus groups complained about puddles in their dish drainers. The firm created the solution of a higher drain tray.

Customer scouting — Customer scouting serves two primary purposes. First, customers can be scouted for innovations. Research by Eric von Hippel, presented in *The Sources of Innovation*, indicates approximately 80 percent of new developments are customer based.

At Apple Computer... Apple Computer has scouted customers to discover innovative applications of its products. Apple's scouting led to the discovery of desktop publishing (used to produce this journal). Allegheny Ludlum also practices this form of scouting; sending out teams to talk with customers about their needs.

Enhancing existing products and processes... Customers can also be scouted to enhance the quality of existing products, services, and productivity programs. A small motor manufacturer invites customers to *open space* sessions during which they can voice their thoughts and feelings on product improvement. A part of the session is devoted to action planning: developing plans of actions for implementing the improvements.

At Detroit Diesel... Customers can also be requested to scout the organization. Detroit Diesel invited customers to scout its new warehouse. Customers suggested 250 changes which reduced delivery time from five to three days.

Directed scouting — Scouting can be directive and nondirective. Directive scouting has a specific focus. Northern Telecom dispatches scouting parties to discover new knowledge to assist the firm in creating its vision.

At Manco... Manco, Inc.'s scouting is also vision directed. In fact, the firm's business is scouting: scanning for information, making sense out of it, and applying it. For example, Manco scouted Walt Disney Enterprises to discover insights that would assist them in marketing their tape products.

At Chaparral Steel... Chaparral Steel employs scouting to support their factory floor research and development efforts. First-line supervisors serve as scouts. They have regular sabbaticals to

scout other firms, customers, and other sources to learn about new technologies.

At Monsanto: scouting for new high performing group information... Directed innovative scouting can also be used to develop human systems. Monsanto sends scouting teams to quality of life conferences to learn about new strategies for developing high performing groups.

Non-directive scouting — Non-directive scouting involves scanning without a clearly defined objective or intended result. This can be done both formally and informally.

At Tandem... Tandem has created the Tandem Executive Institute to learn about its customers' future needs. Customers meet with Tandem associates and outside experts to explore the future. Tandem employs knowledge created in these sessions to develop new products and services. Non-directive scouting can involve exploring firms within the organization's industry to discover new technology which has not been recognized for its potential applications.

Apple's discovery of the mouse... The best known example is the mouse which was discovered by an Apple scouting team. The scouts were very excited by the mouse and envisioned its application for user friendly computing technology.

A call to adventure in the 90s and beyond

American industry met the challenges of the industrial age through the institutionalizing of rational management. The environment, however, has radically changed and past successes have become soul cages for many organizations. Meeting the challenges of the 1990s requires leaders who can create new visions, organizational forms and practices to unleash the creative energy locked in soul cages. Scouting is one such practice.

Scouting activities offer opportunities for challenge and adventure by breaking the bars of organizational cages. Scouting will allow organizational members to hear the "call to adventure" and to travel to the island of the souls. ®

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