

How to build your own *'Silver Bullet Machine'*

The Silver Bullet Machine Manufacturing Company Limited

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A ‘*Silver Bullet Machine*’ is the organisational ability

- to **have great ideas** again and again
- to **judge wisely** between the ‘good’ ideas and the ‘not so good’, and
- to **implement the best ideas successfully**, so driving business benefit.

To build a ‘*Silver Bullet Machine*’ requires a combination of skill enrichment (especially as regards ‘deliberate creativity’ and ‘wise evaluation’) and also (for most organisations), a culture change programme to create the conditions in which (safe!) creativity and innovation can flourish. Yes, it does take time and effort to achieve, but overall this is a very good investment indeed, especially when considered in the context of the prize to be won - nothing less than sustainable and ultimate competitive advantage.

The diagram on the accompanying page shows an overall schematic. The first step, shown in the diagram as “Agreement to proceed”, includes building the commitment of senior management (as achieved, for example, at a workshop at which the senior team envisions what being more innovative might ‘look like’), the approval of the programme budget, ratification of the programme governance structure (such as the appointment of a steering group), and agreement of the programme’s initial objectives, resourcing and performance measures. The programme itself comprises two parallel streams of activity:

- The first stream is a series of problem-solving workshops in which ideas are generated to address some important issues in different parts of the business. Following evaluation, this results in a number of ideas which can then be developed and implemented, so achieving three key benefits - building confidence, and demonstrating proof-of-concept, in the tools and techniques of ‘deliberate creativity’ and ‘wise evaluation’; training people in their use; and generating a steady flow of ideas to the benefit of the business. This ensures that the programme is seen to be delivering results, and quite quickly too.
- The second stream is a series of internal projects to ensure that all internal processes, as illustrated by the ‘motivators’ and ‘enablers’, and the overall culture, are fully aligned to support innovation. The nature, scope and sequence of these projects is determined as a result of an initial diagnostic study.

**'Silver Bullet Machine'
programme schematic**

Agreement to proceed

Problem-solving and idea generation workshop 1

Idea evaluation and implementation

BUSINESS BENEFIT

Problem-solving and idea generation workshop 2

Idea evaluation and implementation

BUSINESS BENEFIT

Problem-solving and idea generation workshop 3

Idea evaluation and implementation

BUSINESS BENEFIT

Initial diagnostic to determine key 'hot spots'

Train-the-trainer

Internal process enhancement project 1

Internal process enhancement project 2

Q1 | Q2 | Q3 | Q4 | ...

Idea generation,
evaluation and
development

Making innovation
happen

Silver Bullet

Strategy development
and scenario planning

The Silver Bullet Machine Manufacturing Company Limited

Building ultimate competitive advantage

Building
high-performing
teams

Training and
knowledge transfer

Barnsdale Grange, The Avenue, Exton, Rutland LE15 8AH
E-mail: dennis@silverbulletmachine.com
Website: www.silverbulletmachine.com
Mobile and messages: 07715-047947
Telephone: 01572-813690

Conferences

Business and
market modelling