

CALLING ALL INNOVATORS: DRIVING INCLUSIVE TEAM IDEA GENERATION



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Does this ever happen?



MICHELLE MARTINEZ



Senior Patent and Open
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Michelle grew up in Utah, moving to Salt Lake City from Los Angeles at the age of 5. After receiving her degree in Computer Science at Northwestern University in Chicago, and receiving her law degree from Vanderbilt University in Nashville, and working around the country (with a short living experience in Venezuela), she moved back home to Utah. Michelle started her legal career as a federal judiciary clerk and has also practiced Entertainment and IP law at several national law firms. Currently, Michelle is putting her background in computer science and electrical engineering to work in her role as Senior Counsel for Patents and Open Source at eBay.

Michelle is passionately involved in supporting adolescent STEM activities, including as a volunteer and presenter for Expanding Your Horizons, SheTech, Girl Scouts, and World IP Day. In addition, Michelle previously served as a Trustee for the MountainWest Capital Network, and is currently on the Board of Directors for the Utah Chapter of the American Heart Association.

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Saadia leads the patent analytics function at Cisco Systems Inc. She is also one of the Global Co-Leads for the Women's Inventors Network, an employee network aimed at increasing inclusive inventor education, collaboration, and mentorship.

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- Member of IPO Women in IP committee, Women Inventors subcommittee, and assisted in the development of IPO's Gender Diversity in Innovation Toolkit
- Legal 500 US 2017, 2018, 2019 "Next generation lawyer"
- 2017-2020 "World's Leading Patent Practitioner" by Intellectual Asset Management (IAM) Patent 1000
- Head of McDermott's patent practice
- Former software developer

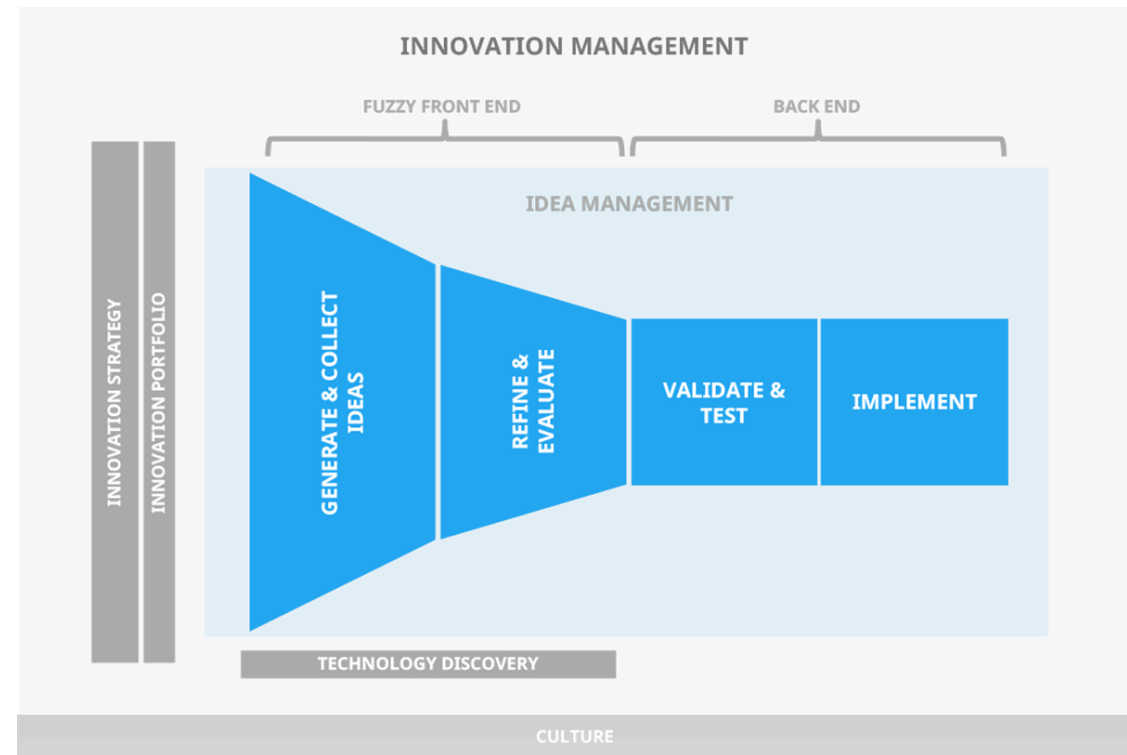


PANEL DISCUSSION

Speaking with Michelle and Saadia

WHAT IS IDEA GENERATION (“IDEATION”)?

- The process of **creating**, **developing** and **communicating** abstract, concrete or visual **ideas**.
- Used for creating new:
 - Products
 - Stories
 - Solutions to business problems
 - Improving ways to operate
- Used by in-house counsel to harvest ideas for new intellectual property (e.g., patents)



CATEGORIES OF IDEA GENERATION

- Independent (AKA “Individual”): An individual works alone to generate ideas, in shared or individual time and space.
- Collaborative (AKA “Team”): A group works together in time and “space” to generate ideas.
- Hybrid: Individuals first work independently and then work together.



THE STANDARD “TEAM” APPROACH

TEAM AUDIT

- Individual innovators sit around a table with patent counsel
- One person (e.g., patent counsel) asks each person what they are working on
- Individual ideas are recorded, and *may be* commented on or improved, by others



PROS & CONS

- + Simple to run
- + Everyone has an opportunity to contribute
- + Ideas *can* be improved by others
- + Effective way to quickly collect existing ideas
- Advanced preparation required
- Implicit bias / exclusion concerns
- Loudest person in the room can take over
- Does not require each person to engage
- Each idea shared not always commented on / new ideas not always generated

PATENT ATTORNEY/PRACTITIONER “BRAINSTORMING”

- Individual innovators sit around a table with patent counsel
- The innovators as a group generate one or many ideas to comment on, improve, and then record

PROS & CONS

- + Same as “team audit”
- + Individual ideas are commented on by others
- Same as “team audit”
- Difficult to discern best idea due to selection bias



Where has this led us?

Are you engaging all your innovators?

Are you identifying all your IP?

A LOOK AT THE NUMBERS


50% - Percent of Workforce that is Female

20% - Percent of Tech Jobs Held by Females

11% - Percent of Female Patent Inventors

2092

When Gender Parity in Patenting Might be Reached



HYBRID IDEA GENERATION FOR TEAMS

Let's find a way to do this better

HYBRID IDEA GENERATION

More Ideas

- 3x ideas per unit time v. collaborative approach

Better Ideas

- Best hybrid ideas are better than best team ideas
- Higher average quality ideas (by 30%)

Better Quality Discernment

- Hybrid structure has significantly higher ability to discern idea quality than team structure



University of Pennsylvania
ScholarlyCommons

Operations, Information and Decisions Papers

Wharton Faculty Research

4-2010

Idea Generation and the Quality of the Best Idea

Karan Girotra

Christian Terwiesch
University of Pennsylvania

Karl Ulrich
University of Pennsylvania

HYBRID IDEA GENERATION

More Ideas. Why?

- Less free riding
- Less evaluation apprehension (fear of a negative reaction from other group members)
 - Diversity implications
- Less production blocking
 - One person in a group is speaking while others wait, limiting # ideas produced to # articulated by one person speaking at a time

Better Ideas. Why?

- More ideas are generated with higher average quality per idea
- More individuality
 - Individuals working in teams generate ideas similar to one another
- Fewer conformity effects
 - Teams place strong (subconscious) pressures on members to conform to one another and minimize internal conflict

Better Quality Discernment. Why?

- Individual phase of hybrid structure forces individuals to be highly engaged the problem solving task, increasing acuity of their judgments when evaluating quality of ideas in group phase
- Evaluating an idea without knowing its history/origin may result in more accurate judgments

EXAMPLE HYBRID APPROACH: 6-3-5 METHOD

- 6 innovators – 3 ideas – 5 minutes
- Sample timing
 - Session 1 (60-90 minutes)
 - 0:00-0:15: Select and contextualize a problem to solve
 - 0:15-1:30: 6 rounds
 - Break
 - Administrator/counsel selects best individual idea(s) for team discussion
 - Session 2 (60-90 minutes)
 - 0:00-1:30: Team comments on and improves selected ideas

TIPS FOR 6-3-5

- Preferably 6 participants, but works with 4-7
- All attendees need to be able to contribute to selected topic
- Consider having this session run by (or along with) a non-lawyer internal champion
- Decide whether your goal is engagement, or high quality invention disclosures.
- The specificity of the selected problem decides how likely patentable the solutions will be.


	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Question/problem:												
2		Idea 1	Reverse Engineered/ Detectable? (Y/N/Maybe)	Publicly Accessible/Released/Scheduled? If so, when? (no more than 1 year old)	Point of Contact	Idea 2	Reverse Engineered/ Detectable? (Y/N/Maybe)	Publicly Accessible/Released/Scheduled? If so, when? (no more than 1 year old)	Point of Contact	Idea 3	Reverse Engineered/ Detectable? (Y/N/Maybe)	Publicly Accessible/Released/Scheduled? If so, when? (no more than 1 year old)	Point of Contact
3	Round 1	A levitating transportation board			Joe				Joe				Joe
4	Round 2	For above idea from round 1, use magnetic propulsion			Theresa				Theresa				Theresa
5	Round 3				Tom				Tom				Tom
6	Round 4				Betty								Betty
7	Round 5				Bob								Bob
8	Round 6				Jane								Jane
9	Current Round												
10	1												
11	Ends At:												
12	10:19 AM												
13	Working on this sheet now:												

	A	B	C
1	Selected Topic:		
2	Contributors	Name	Current Sheet
3	A	Joe	A
4	B	Jane	B
5	C	Bob	C
6	D	Betty	D
7	E	Tom	E
8	F	Theresa	F
9			
10	Current Round #	1	
11	Current Round End Time	10:19 AM	
12			
13			



1. Share a Google sheet with the attendees
2. Create a videoconference with all attendees
3. Admin/counsel acts as timer and instructor and tracks entries in the sheet

6-3-5 EXAMPLE USING GOOGLE SHEETS



WHICH IDEA GENERATION APPROACH IS RIGHT FOR YOUR TEAM?

An approach for every circumstance

HOW DO I KNOW WHICH APPROACH(ES) TO USE IN MY TEAM?

Individual

- *Attendees think better in silence*
- *Issue/problem is controversial, or existing conflict between attendees*
- *Need to address multiple problems/features in one meeting*
- *Attendees dislike structured ideation*

Team

- *All or some attendees are new to team/Company*
- *Core problem exists that needs to be solved*
- *Ideation meetings occur frequently*
- *No time to prepare ideas in advance*

Hybrid

- *Some attendees more vocal than others*
- *Implicit bias*
- *Underrepresented population*
- *Attendees not engaging*
- *Need large quantity of ideas*
- *Power-imbalance between facilitator and attendees*
- *Coverage of competitor products*

THANK YOU / QUESTIONS?

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