We all know and agree that innovation has become a critical success factor in any kind of business, in particular in saturated markets. Increasingly, we also agree that innovation, efficiency, effectiveness, quality and continuous improvement are not enough – that companies, organisations, networks, nations and societies need to excel, to reach excellence and leadership in their fields. But HOW to do that? What do we really need t?
In the past, we were talking about the „Ten Good Reasons for ... (Innovation, Design Thinking, Sustainability, etc.)”, addressing safety and security issues together with rational and economic thinking. In other words, we addressed our oldest part of the brain (the amygdala, i.e. our reptile brain) which identifies and re-acts to threats, fear and bad news. The paper introduces a new approach to global innovation and a new, thought-provoking way of thinking: It addresses those powerful “positive” emotions which are crucial to make people and organisations flourish – and which enable global innovation and networking in the 21st Century. The paper is based on and inspired by the research of Barbara L. Fredrickson, a renowned Professor of Psychology and principal investigator of the Positive Emotions and Psychophysiology Laboratory at the University of North Carolina at Chapel Hill. [http://en.wikipedia.org/wiki/Barbara_Fredrickson](http://en.wikipedia.org/wiki/Barbara_Fredrickson)

In her ground-breaking “broaden-and-build-theory” [2], Barbara Fredrickson analyses and describes the “10 key positive emotions” of human beings, which are experienced frequently in our daily life: joy, gratitude, serenity, interest, hope, pride, amusement, inspiration, awe and love. All of these emotions are strongly related to and success factors of global innovation and networking. This is the theory and assumption of my paper, to be elaborated and discussed.

The order in which we describe the 10 positive emotions follows their relative frequency according to Barbara Fredrickson’s findings.
Why joy is crucial for global innovation and networking?
“Joy creates the urge to play and get involved” and: “The durable resources created through play are the skills acquired through the experiential learning it prompts.” This is what Barbara Fredrickson’s research showed, and this is exactly what we need for global innovation and networking: People who are keen on learning and getting involved with new things and other people. Why? Because only such people will be drivers of global innovation and networking. Not because it is their job to make a living, but because they are rewarded and motivated by joy and playfulness.

How do we bring joy to innovation managers and global networks?
“Joy emerges when one’s current circumstances present unexpected good fortune. People feel joy, for instance, when receiving good news or a pleasant surprise.” [3]. This means, organisations need to provide a framework, culture and working conditions where “unexpected good fortune, good news or pleasant surprises” are cultivated.

Joy and playfulness in a working and learning environment are still considered as “dubious”, not serious, childish and un-professional. When it is fun and joyful, it can not be hard work or real learning. Example: When German children begin school, for them literary starts “the serious side of life” (“der Ernst des Lebens”). And the mind-set of many engineers and managers reflects this common attitude: Engineering and managing is hard work and therefore can not be joyful. This mind-set definitely has to be changed – and now we know how to do that, thanks to new insights of neuro-plasticity and the magic of how our brains work (see below (“Inspiration”)). To enjoy ideation, innovation and innovation management in a professional environment, we also need tools. Unfortunately, the joy they bring usually is limited. There is definitely room for improvement.

Examples: Interfaces and interoperability are still a challenge. But they are key issues of real user-friendliness and competitive advantage: The better an innovation or networking tool is embedded in and inter-operable with the client’s software architecture (e.g. Microsoft Office, Enterprise Resource Planning Systems, Social Media, etc.) the easier it is to use, the more it will be used (and bought), because users will enjoy it more than other tools.
Concerning playfulness, what is really “cool” in innovation management? Not much, to be honest with you. Innovation increasingly has the image of a boring buzzword more than an exciting thing to excel in global markets and industries. We have to change that, we have to make innovation “sweet and sexy”.

Let us create “cool stuff”, InnoApps, BrainGames, whatever works.

Your current customers may not be playful – your future customers will be, as those you did not address or convince yet.

You may not be playful yourself – but even decent engineers need some fun. Please note the irony in this sentence. Even decent researchers need some fun, too.

So bring in joy and playfulness to find ideas for new products and solutions. Sources of playfulness are everywhere, we just need to use different resources. Talking to people, trying out something new and playing around with different aspects of playful approaches might lead to exciting new things. Remember: Innovate or die.
2. GRATITUDE

✓ Be grateful that you have
✓ Customers
✓ Tool & Services Providers

➢ Know them well and
➢ Show them your gratitude
➢ Stakeholder Analysis, Power Grid
   (ECQA Certified Terminology Manager_advanced)

Why gratitude is important for global innovation and networking?
Because gratitude makes us aware of and appreciate that we have customers, peers and communities where innovation takes place.
“Gratitude emerges when people acknowledge another person as the source of their unexpected good fortune.”

Being an innovation expert, manager or tool provider, we should be grateful that we have customers after all. Our products and services might not be that convincing or different from our competitors that our customers come back to us all the time – so:
To show our gratitude and create a sound and beneficial customer relationship basis, we must know our customers well and treat them well, or at least in an appropriate way (see below, Table 1, Stakeholder management interest grid).

Why “new skills for expressing kindness and care to others” are important? Because we need to understand and learn a lot from our customers, peers and networks in order to improve our products and services or create something new.

The same is true for our suppliers, our service and tool providers. Let us be grateful that there are “crazy” people out there caring for our innovation nightmares and our organisational hell. If we know them, talk to them, and show them our gratitude, they might solve our problems even if we didn’t know that we had those particular ones.
To better understand who are our customers, peers, communities, and other (potential) “sources of unexpected good fortune”, let us introduce a useful tool for Stakeholder Analysis: the Power Grid we use in the ECQA Certified Terminology Manager_advanced courses.
The power/interest grid is designed to identify groups and individuals who have varying levels of influence (power) and interest in our products, services, networks, projects, policies, etc. It’s a useful tool to identify and manage stakeholders according to their “power” and “interest”:

- **High power, high interest (red – top right):** offer information to these people on an ongoing and extensive basis, in order to facilitate their full engagement.
- **High power, low interest (orange – top left):** Offer information on a regular basis although not excessively.
- **Low power, high interest (dark green – on the bottom right):** Need to be adequately informed and offered opportunity for feedback to ensure that no major issues are arising.
- **Low power, low interest (light green – on the bottom left):** Offer information occasionally and not intensively.
Living in turbulent times, product and innovation circles are changing as fast as everything else (customers, suppliers, habits, values, trends). This makes us nervous, hectic, nuts. That is not a good pre-condition to navigate organisations in challenging times, that is not good at all for innovation, prosperity and positive, sustainable developments of networks and organisations.

So, how to obtain serenity and get a “more refined and complex sense of oneself and of one’s priorities” in order to cope with our busy professional lives with little room for creativity and innovation?

Recent research suggests, that it is important to embrace change and diversity [5], to use neuroplasticity of our brains [6], [7] instead of fighting change and globalisation. Why? First, you can not change it anyhow, so make the best out of it. Also nasty things change, nasty clients, nasty trends, etc. And second, you can use change and diversity to come up with innovations.

How? Surf the waves of change, otherwise you will risk to drown. Use diverse teams to invent new things (Question: How many female software programmers do you have?). Tell your customers, bosses and yourself, that change and diversity are wonderful resources to design new solutions. Bio diversity, Human diversity, diversity of design to make things safer, etc., are all resources we can use for innovation. That is why Diversity Management has become a success factor for organisations that want to excel and meet the needs and requirements of global innovation and networking.

How much positive leadership and diversity management is related to successful change management is shown in the ground-breaking theories and publications of the leading expert and scholar in leadership, Kim S. Cameron. [14]

To be able to embrace change and diversity in order to innovate and survive, you need serenity. When we do practice serenity and embrace change and diversity, we will make our products and services (and our people) more resilient in turbulent times of crisis, break-downs, budget cuts, sales decreases, etc.
4. INTEREST

- in clients, trends, global developments
- Explore other fields and industries
- Listen to problems
- Come up with interesting solutions
- Enlarge your views,
- co-operate, join terminology networks

The relevance of interest, which is considered by Barbara L. Fredrickson as positive emotion, for global innovation and networking is obvious:
If we – both suppliers (including researchers) and customers – are really interested in the needs of our customers and our suppliers, we will find extraordinary new solutions together. If we are really interested in trends and global developments, we will get new ideas on how to improve or innovate, in general and in particular.
No doubt, that is common knowledge – but is it also common practice?
Inter-disciplinary thinking, exploring other fields and industries definitely is our strength and competitive advantage in ECQA and in the EuroSPI and EuroAsiaSPI communities.
Why? Software is like terminology, i.e. it is like weed which is everywhere. And global innovation and networking which is boosting globalisation, is everywhere, too.
There might be applications for software process improvement and for terminology solutions where you would not expect them.
What does that mean with respect to interest? It means that our interest must be real and honest, not a buzzword or empty talk. It means that we need to:
- Listen carefully and with interest in order to come up with solutions who are really interesting for our customers, peers and communities
- Enlarge our views, think out of the box, co-operate and join networks and communities of interest and trust
According to Barbara Frederickson, “interest arises in circumstances appraised as safe but offering novelty. People feel interest, for instance, when they encounter something that is mysterious or challenging, yet not overwhelming.” [3]
To feel “challenged, yet not overwhelmed” is exactly the mental state which Mihaly Csikszentmihalyi was calling “flow” in his famous book, 25 years ago [15]. Whenever people are absorbed and totally interested in what they are doing, they are in the “flow mode”. Professionals who love their profession know very well how this flow mode feels like and how essential it is to excel and innovate in their profession.
“Interest creates the urge to explore, to learn, to immerse oneself in the novelty and thereby expand the self (...). The knowledge so gained becomes a durable resource.” [3]. How the essence of innovation could be described better?
The notion of knowledge sharing is crucial here: If we use our knowledge for competition, we will get specialisation. Those who practice co-operation and knowledge sharing instead of competition get real innovation. Why?
Fascinating new research suggests that competition always lead only to specialisation in our evolutionary history. To create something new, cells, organisms, animals, human beings and human societies need co-operation and communication, not competition. [16]
Hope is, maybe, the positive emotion we need most in times of harsh competition, failure, innovation pressure, threatening political and social developments, etc. Why?

“Hope creates the urge to draw on one’s own capabilities and inventiveness to turn things around. The durable resources it builds include optimism and resilience to adversity.” [3]

Inventiveness surely is crucial and a core component of innovation. Resilience is considered as a key success factor of organisations – and a key competence of individuals, as well. Resilience is a new, highly inter-disciplinary subject field and strongly related to diversity (of systems, human resources and organisations). [17]

Hope is the only positive emotion growing under bad conditions.

“Whereas most positive emotions arise in circumstances appraised as safe, hope is the exception. Hope arises in dire circumstances in which people fear the worst yet yearn for better (...) People feel hope, for instance, in grim situations in which they can envision at least a chance that things might change for the better.” [3]

So, if you are about to start with an innovation (or any other) project: Fear the worst, yearn for the better. If, at the end of the project, your (positive) expectations are not only met, but exceeded, you and your supplier (or: you and your customer) did a real good job.

„Necessity is the mother of invention“ is a common saying in our western cultures.

Let us hope that the necessity of time pressure, delivery costs and product liability will be the mother of great inventions and innovations.

If you are disappointed by your innovation, your project, client or supplier, let us hope together that next time it will be different, and give them, him or her and yourself a second chance. After budget cuts, project failure, crisis and nightmares, there is not only post-traumatic stress but also post-traumatic growth, a term coined by Martin Seligman [19]. If we are ready to learn from our mistakes, to analyse and discuss why our product or service is not sold, not used or not maintained, we will do a better job next time. And let us hope that there will be a next time...
6. PRIDE

You did it!

- Tell people your success story in innovation & networking
- Share your good vibes with the community
- Dream BIG and
- go for further achievements

Share your pride with us: You did it, so tell us your success story! It is important for us to learn from your good or best practice example. And maybe you will get an award from ECQA – or EuroSPI? It is also important to share your good vibes with the community. Why? Because you could make a difference – you could inspire us and we will come back to you, with new ideas, new brains and new business.

Positive emotions raise your chances to innovate and survive. When you are proud, you will dream BIG and you will go for further achievements, which is good for innovation and business.

Why? Because it motivates us again and again. We are keen following our big dream and doing a lot of good work again to make you – and all of us – proud again.

Pride can be a powerful positive emotion. In the German speaking world, we learned to distrust national pride. In the Christian world, pride is more a sin than a virtue. Now it is time to learn (from proud Canadians, Americans and South Africans) to be proud again – not because we belong to a certain nationality, but because we did a real good job – ideally in global innovation and networking.
Innovation creation and management is hard work, as we all know. And innovation experts are most serious people. So, do not take both too serious. Laughter in your team will increase creativity (that you need to innovate and survive). And laughter will guide you through a chaotic and dangerous life with poor innovation management. “Amusement creates urges to share a laugh and find creative ways to continue the joviality. As people follow these urges, they build and solidify enduring social bonds (...)” and: “Amusement occurs when people appraise their current circumstances as involving some sort on nonserious social incongruity. It can erupt, for instance, in the wake of a harmless speech error or physical blunder.” [20]

The fun part in this cartoon is the „Nonserious social incongruity” that amuses us. Amusement should be the basis of our team work in any kind of projects and innovation.

Why? Because:
1) When we share our laughter, we share your insights. Sharing knowledge is not the favourite sports of many experts, colleagues or leaders in our teams. There is definitely room for improvement – as for communication. Amusement might help here to get the message through in a nice and easy way.
2) Even the Nobel Price increasingly is awarded to teams, not to outstanding individuals any longer. Thus, if you want to excel and deliver outstanding results in your groups and projects, you better care for excellent team work, where amusement plays a crucial role. We might laugh or mock at Google’s company culture or other Silicon Valley playgrounds. But it is a fact that they are successful and creative.
8. INSPIRATION

- Get inspired by excellence, crazyness, braveness, ...
- It always seems impossible until it’s done (Nelson Mandela)
- Get inspired by innovation and exnovation

There is no innovation without inspiration: “Inspiration creates the urge to excel oneself, to reach one’s own higher ground or personal best. The durable resource it builds is the motivation for personal growth (...).” [20] Thus, inspiration is an extremely important emotion to innovate and flourish in our knowledge rich industries. If we manage to create a „WOW effect” with our innovation, tools and projects, we will win. Business as usual is not an option any longer. We saw so many giants fall and vanish, just think of Nokia as world market leader for so many years. And now?
The markets are saturated, even in booming industries we will see even more competition and price fight. We know from our competitors and many company failures such as Nokia that we can not oversleep innovations and can not win price fights for too long. We can only win and survive with outstanding quality, excellent customer relationship management and cool new products people love to buy and to use.
So let us get inspired by the excellence of products, by the “craziness” and braveness of successful people and businesses. There are so many examples out there – and in the ECQA and EuroSPI communities. ECQA started as a small project co-financed by European Union. ECQA today is the leading and fast growing certification network and continuously improving and enlarging its product portfolio.
“Inspiration arises when people witness human excellence in some manner. People feel inspired, for instance, when they see someone else do a good deed or perform at an unparalleled level.” [20]
“It always seems impossible until it is done” – a famous quote from Nelson Mandela.
I’ll give you an example from my own organisation: When TermNet initiated an international certificate for terminology professionals 5 years ago, people were sceptical, doubting whether there would be a market for such a niche product. Immediately after the launch of this certificate with a first exam in 2010, I got a phone call from European Central Bank asking if we could also do inhouse trainings to make their experts fit to qualify as „ECQA Certified Terminology Manager“. Since then, EU institutions, companies and organisations from all over the world sent their people to our online courses and face-to-face Terminology Summer Schools to qualify for that certificate.

Many success stories are like that: if you get inspired by others, if you are committed and if you really believe in your project, you are irresistible and will succeed with your undertaking.
Let’s get inspired by innovation and by exnovation – What’s that?
Exnovation is the process of eliminating the unsustainable, irrelevant or unsuitable to constantly improve and renew the innovation process. (Kimberly, J. R. (University of Pennsylvania) and Evanisko, M. J. 1981: Organizational innovation: The influence of individual, organizational and contextual factors on hospital adoption of technological and administrative innovation)

What does that mean? How can we eliminate the unsustainable, irrelevant or unsuitable – how can we learn to unlearn?
I’ll give you an example of a crazy Austrian entrepreneur in the next couple of slides.
Josef Zotter has succeeded in transforming the world of chocolates.

The chocolate revolution started: novel flavour combinations, a new format, art as packaging and the transformation of delicacies into green food.

20 years of chocolate history filled with a tremendous amount of creations, crazy ideas and the rebellion against the mainstream.


“At Zotter, everything is possible: cheese chocolate, fish chocolate, mass wine and incense chocolate and now the sweet variation of hummus. 20 years of chocolate history Mr Zotter filled with a tremendous amount of creations, crazy ideas and the rebellion against the mainstream.” [22]

So what is one crazy thing he did for innovation?
Plenty of varieties are annually added to the assortment whilst others disappear and end up on the Cemetery of Ideas.

**The Cemetery of Ideas exists in reality:** In the Edible Zoo, Sepp Zotter has set **gravestones for past chocolate varieties and ideas.**

Since many visitors grieve over the variety, we **resurrect the most popular former varieties for a short while.**


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The Cemetery of Ideas exists in reality: In the Edible Zoo (another provocative innovation), Sepp Zotter has set gravestones for past chocolate varieties and ideas. You can see him on the right sight on top. And if some visitors grieve over the variety, Zotter resurrects the most popular former varieties for a short while, such as the wonderful combinations “Pink Coconut and Fish Marshmallow” or “Penuts and Ketchup” Chocolate. Mmmmm, jummmie, ENJOY!
“The durable resources awe creates are new worldviews (...).” [20] New worldviews definitely are key issues of global innovation and networking. New worldviews help us to develop or find something new or to connect with people who are (very) different from us.

How to bring awe to innovation managers and networkers?

“Awe emerges when people encounter goodness on a grand scale. People feel awe, for instance, when overwhelmed by something (or someone) beautiful or powerful that seems larger than life.” [20]

We can learn (again) to be overwhelmed not only by work loads or bureaucracy, but by the beauty of innovation and communication, by the precision of technology and terminology, by the complexity of software processes, human nature, brains, etc.

Do not unlearn to marvel about all the wonderful things you are surrounded by and where innovation should be the underlying quality and success factor.

The world is awesome – and not enough. When Professor Budin, the first Full Professor in Terminology and Language Technology was asked in an interview about the future of translation, he answered without hesitating a second: The Universal translator like in Star Trek.

So remember: You are part of something much bigger than you and your innovation challenge or your innovative solution. You are part of Star Trek’s Universal Translator, you are part of the smartest smart phone feature, you are part of the cutest search engine for web contents in hundreds of languages. You are contributing to the greater good, you are part of the bigger picture.

Awesome.
Love is the best and most complex positive emotion we have, and comprises all the previous 9 Must Haves in global innovation and networking we were talking about. “Love, which appears to be the positive emotion people feel most frequently, arises when any other of the positive emotions is felt in the context of a safe, interpersonal connection or relationship. (...) as an amalgam of other positive emotions, love broadens thought–action repertoires both in an “all of the above” manner and by creating momentary perceptions of social connection and self-expansion. Likewise, love builds a wide range of enduring resources, especially social bonds and community.” [20]
10 Must Haves in Innovation & Creativity

1. Create JOY and use playfulness
2. Show your customers your gratitude
3. Stay cool – embrace change & diversity
4. Keep interested in clients, trends, and cool stuff around innovation
5. Hope for the better and rely on post-traumatic growth
6. Continue your success story – and dream BIG
7. Don’t take innovation (too) serious
8. Get inspired by exnovation and learn to unlearn
9. Be overwhelmed with positive emotions & the blessings of innovation
10. Love it or leave it

So these are the „Top 10 Must Haves“ in global innovation and networking: Ten positive emotions explored by Barbara Fredrickson and connected with innovation and networking by Gabriele Sauberer and the co-authors of this paper.

All you need to innovate, connect and flourish is:
- to create joy with your products and use playfulness to innovate,
- to show your customers your gratitude and learn from them,
- to practice serenity and embrace change & diversity,
- to keep your interest in clients, trends, and inter-disciplinary thinking,
- to hope for the better in difficult times and rely on post-traumatic growth after failures,
- to continue your success story – and dream big,
- to share your laughter with innovation experts,
- to get inspired by other “crazy” people who innovate and exnovate (it is who learn to unlearn the useless),
- to be overwhelmed with positive emotions & the blessings of innovation and networking for the greater good.

Yes, this is what we are saying: Love it or leave it. We do need to capitalise on these positive emotions to survive and flourish in our industries, businesses, networks and communities.
In a rapidly changing complex world, we need new skills and competences to enjoy innovation and to make global innovation and networking “flourish”, i.e. successful and sustainable.

Which new skills do we need as innovation managers?
1. We need terminology skills to communicate precisely in and with global networks and to coin new concepts and terms for new things.
2. We need diversity management skills to make use of the existing potential we already have (in our “human resources”) and of new potentials and resources we need to create innovation and sustainable networks.
3. We need story telling skills to bring the message through, to tell a convincing story, to „sell“ global innovation and networking.

These skills shall and will be represented in the new “ontology of skills and competences” [25] of ECQA, the European Certification and Qualification Association. They are or will be included also in the skills and competence portfolios of „ECQA Certified Innovation Manager“, „ECQA Certified Applied Sustainability and CSR Professional“ and „ECQA Certified Diversity Manager“.
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Thank you very much for your questions & emotions

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