

***The Art of Invention***  
***an Introduction to LIFT***

*prepared for the*

**LIFT Business Arts Forum 1999**

*by*

Barbara J. Heinzen

# The Need for Invention

*“I realised that we did not just have to reinvent the business, we had to reinvent the industry.*

*But it is not clear what we do next.”*

**London,  
chemical company**

*“To deal with health issues we need to address much wider issues, especially poverty and the environment.*

*But we don't know how.”*

**Nairobi,  
NGO health service**

*“I keep asking myself if we can find a non-industrial model of development and wondering how IT might fit in.”*

**Malaysia,  
micro electronics institute**

*“I didn't think I would make the sale, but I wanted his data.”*

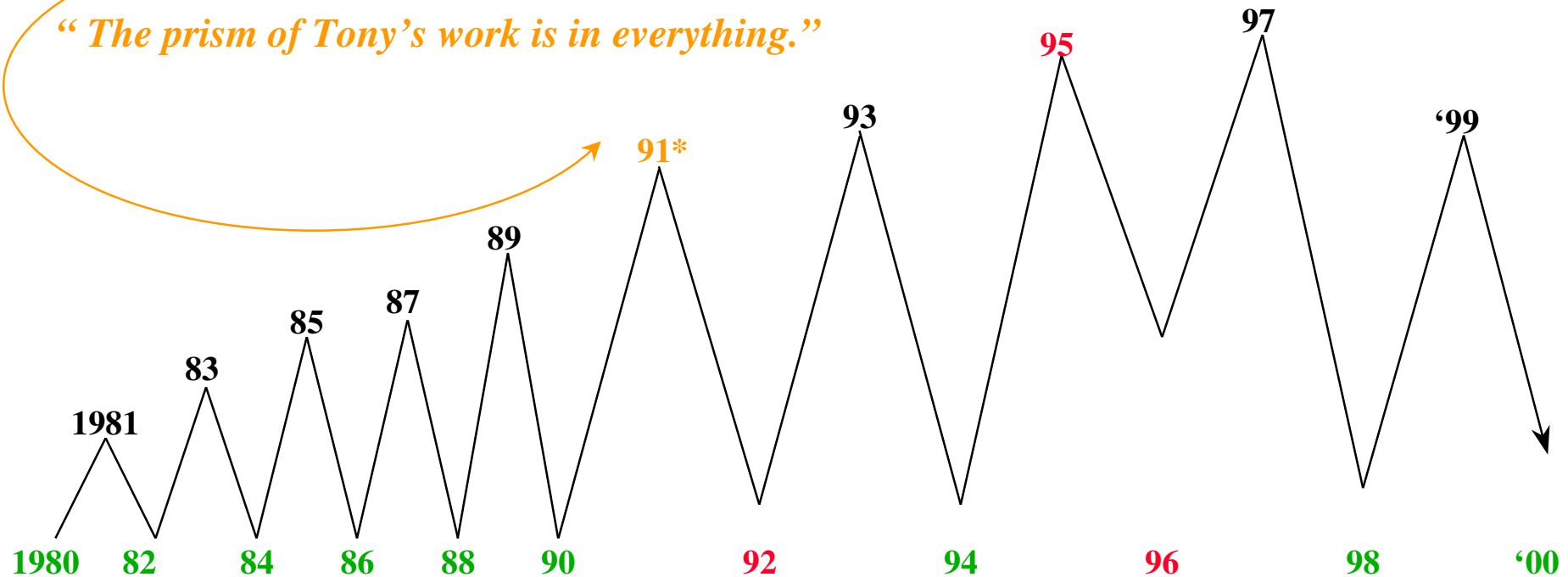
**California,  
start-up water treatment  
company**

# LIFT, Founded 1980

## *A Successful Invention that Encourages Inventions*

*\*“Tony was completely crucial.”*

*“The prism of Tony’s work is in everything.”*

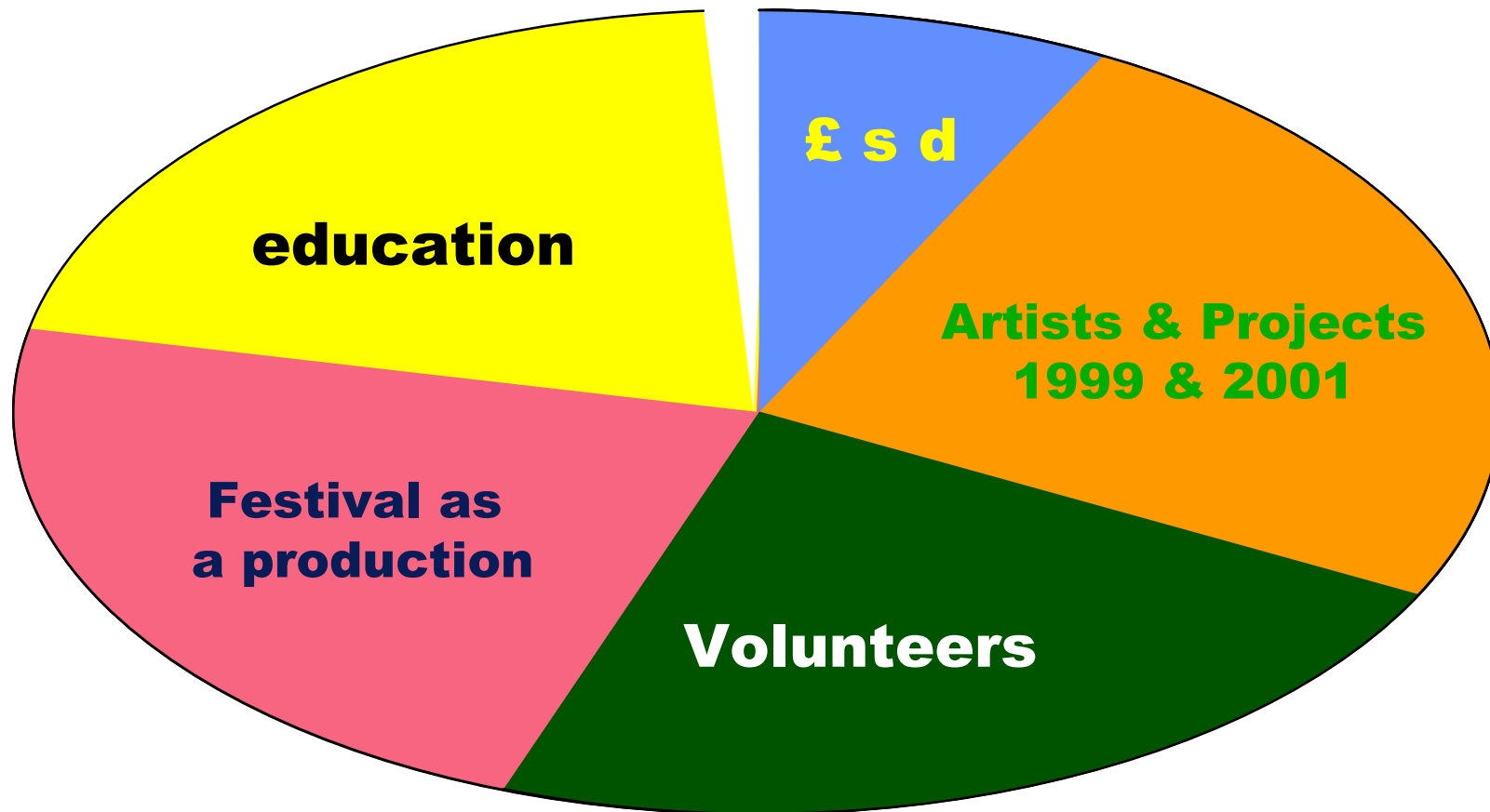


*Festival as a Celebration  
The World Comes to London*



*Festival as a Resource  
A long term relationship between  
London & the World*

# Diverse Players, Scales, Distances & Time



# Back the Adventure; Back the Unknown

*What is our leading edge now?*

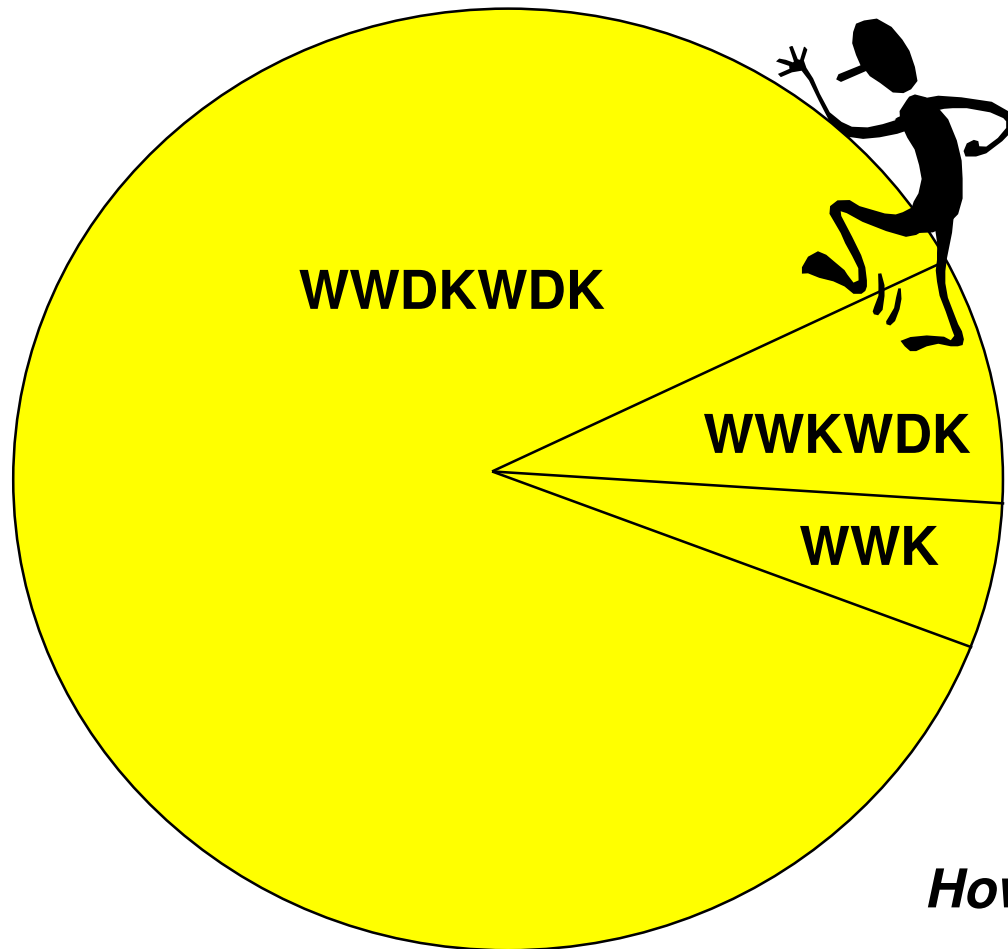
*We can't tell you.*

*We can only tell you the path --  
the projects will give you the answer.*

*For now, we trust the process.*

*We have never knowingly done the same thing twice.*

# Stepping into the Unknown

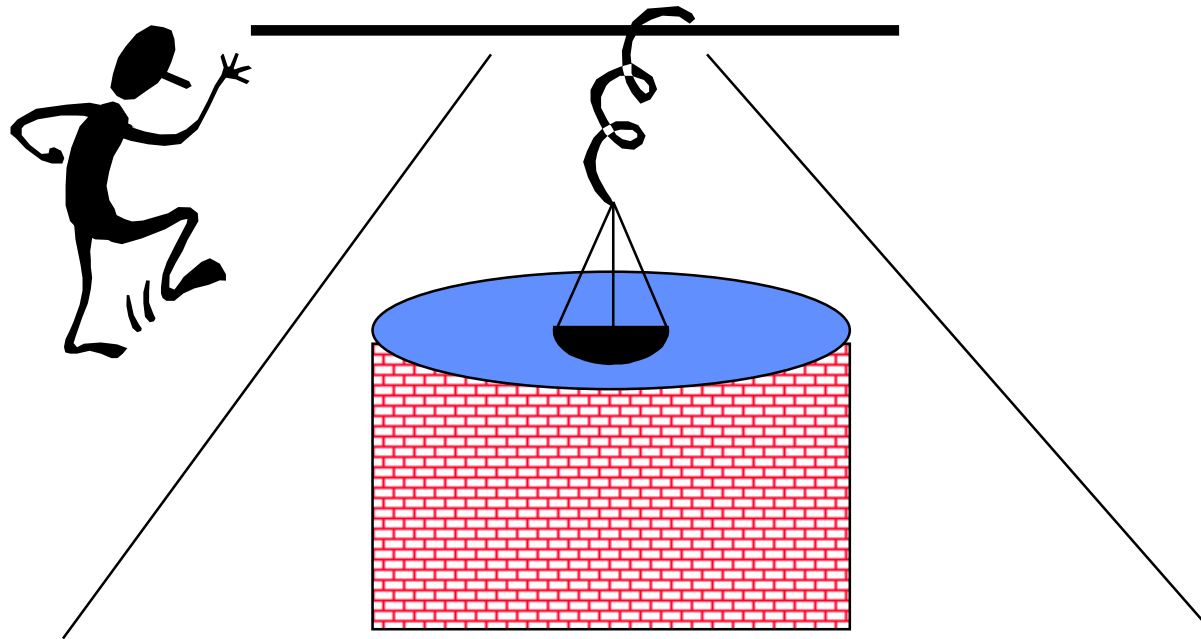


*How do you manage invention?*



# **Practical Lessons from an Inventive Organisation**

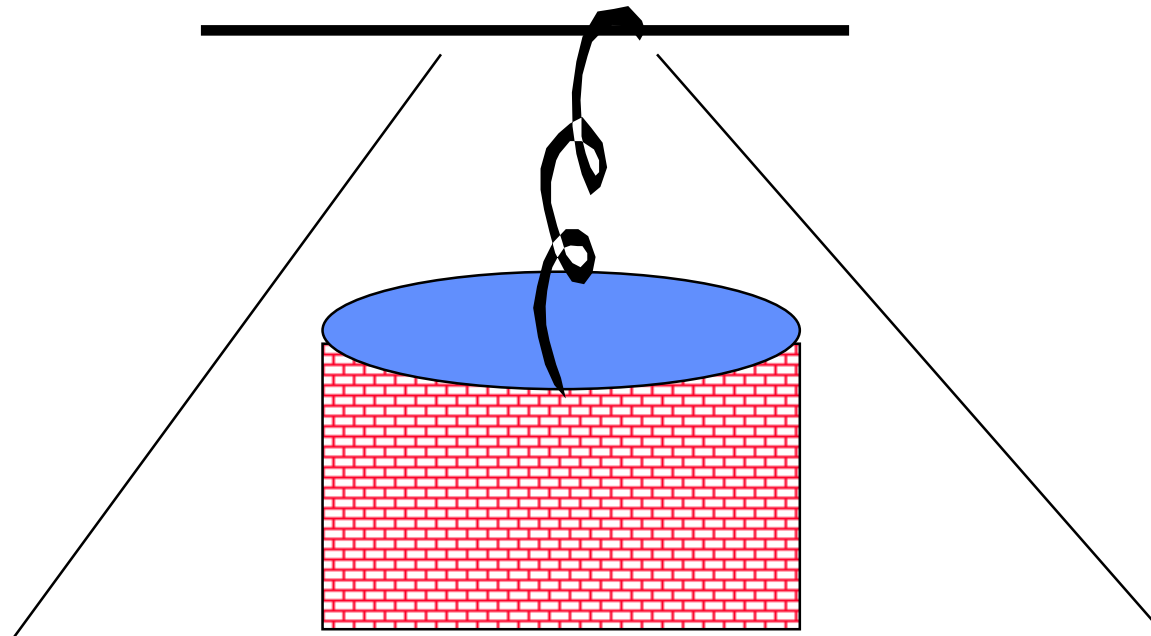
# Practical Lessons from an Inventive Organisation



Naming the Values

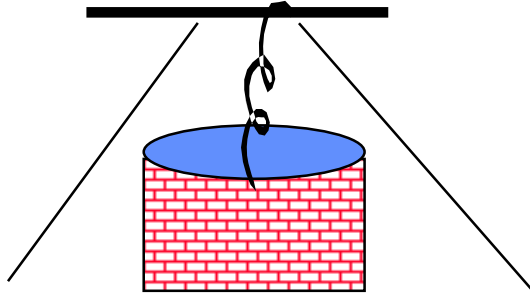


# Practical Lessons from an Inventive Organisation

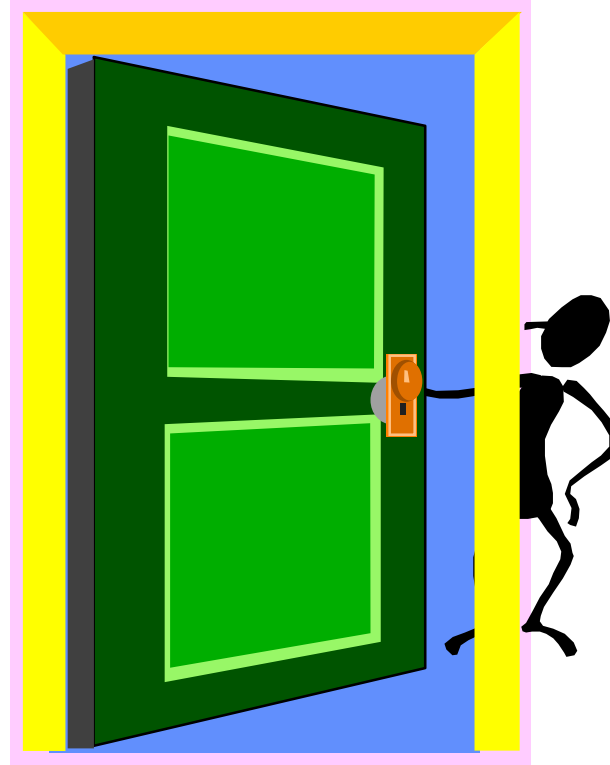


Naming the Values  
*a well that anyone can use*

# Practical Lessons from an Inventive Organisation



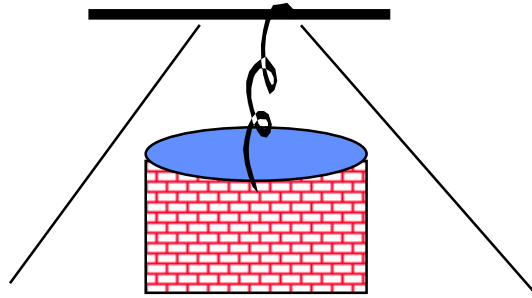
**Naming the Values**



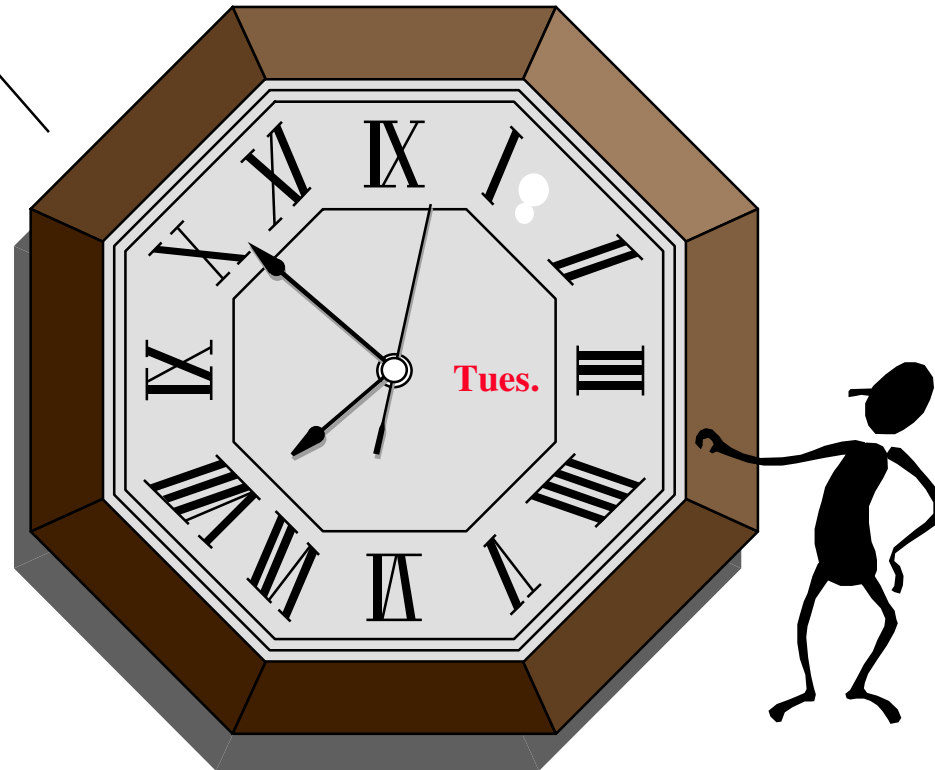
Ideas can come from anywhere

*Volunteers, the Board, the kids, the funders, the artists, the audience*

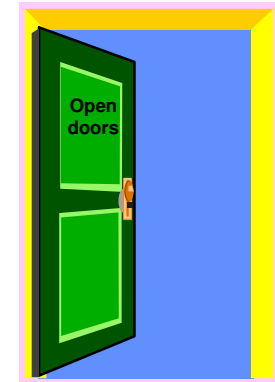
# Practical Lessons from an Inventive Organisation



**Naming the Values**

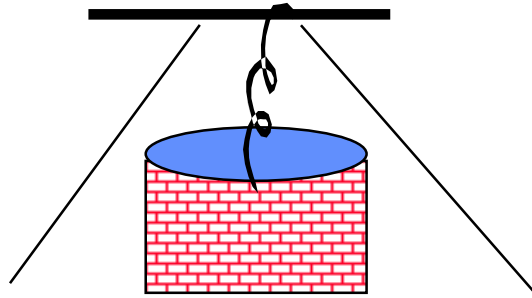


**Clear Formalities = Clear Freedoms**

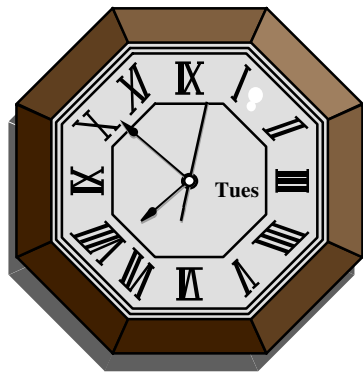


**Ideas can come from anywhere**

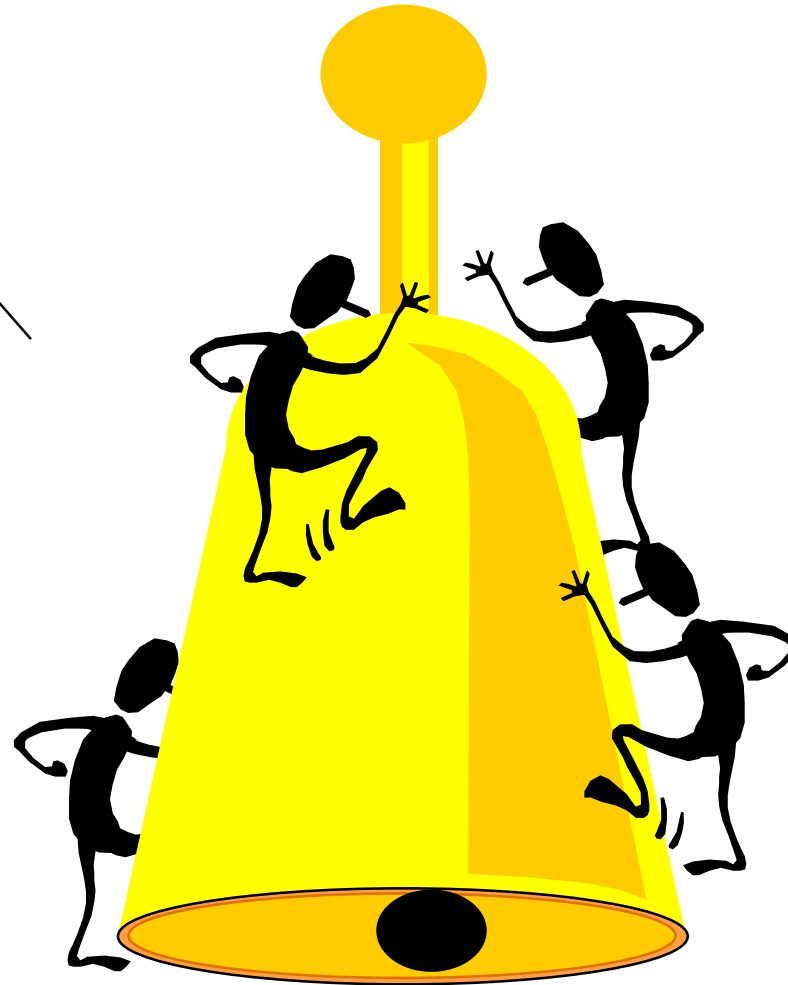
# Practical Lessons from an Inventive Organisation



**Naming the Values**  
*a well that anyone can use*



**Clear Formalities**  
**= Clear Freedoms**

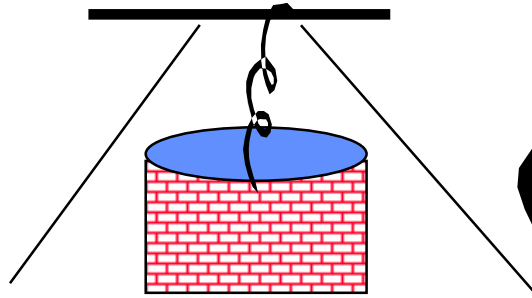


**Rituals: Friday's 5 o'clock bell**

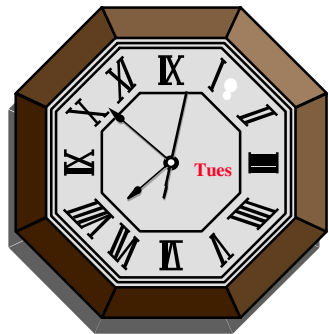


**Ideas can come**  
**from anywhere**

# Practical Lessons from an Inventive Organisation



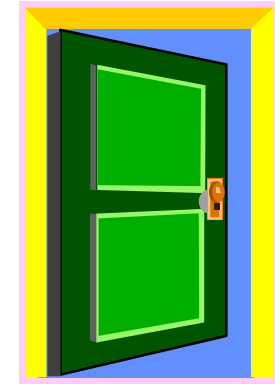
**Naming the Values**



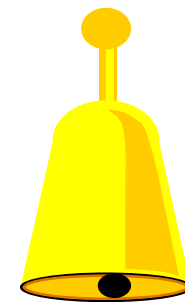
**Clear Formalities  
= Clear Freedoms**



**No blame**  
**What worked?**  
**What did not?**  
**How do we go  
forward?**

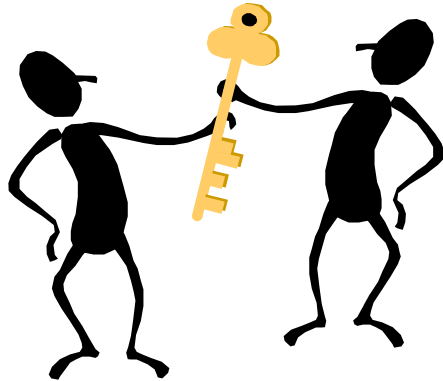


**Ideas can come  
from anywhere**

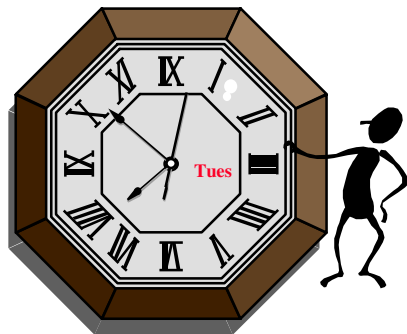


**Rituals**

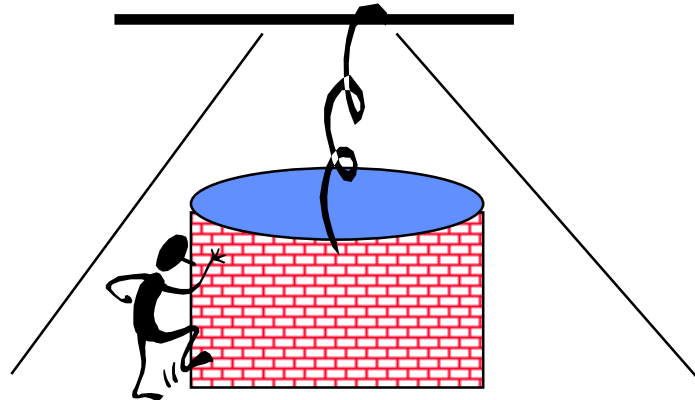
# Practical Lessons from an Inventive Organisation



No blame



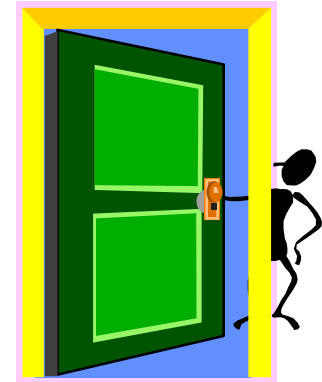
Clear Formalities  
= Clear Freedoms



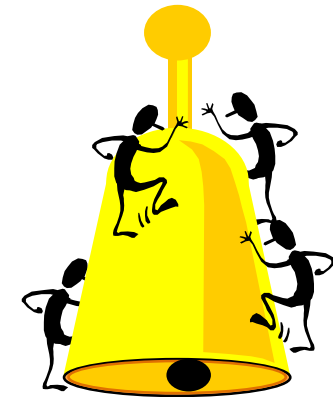
Naming the Values



Learning to say,  
"No."

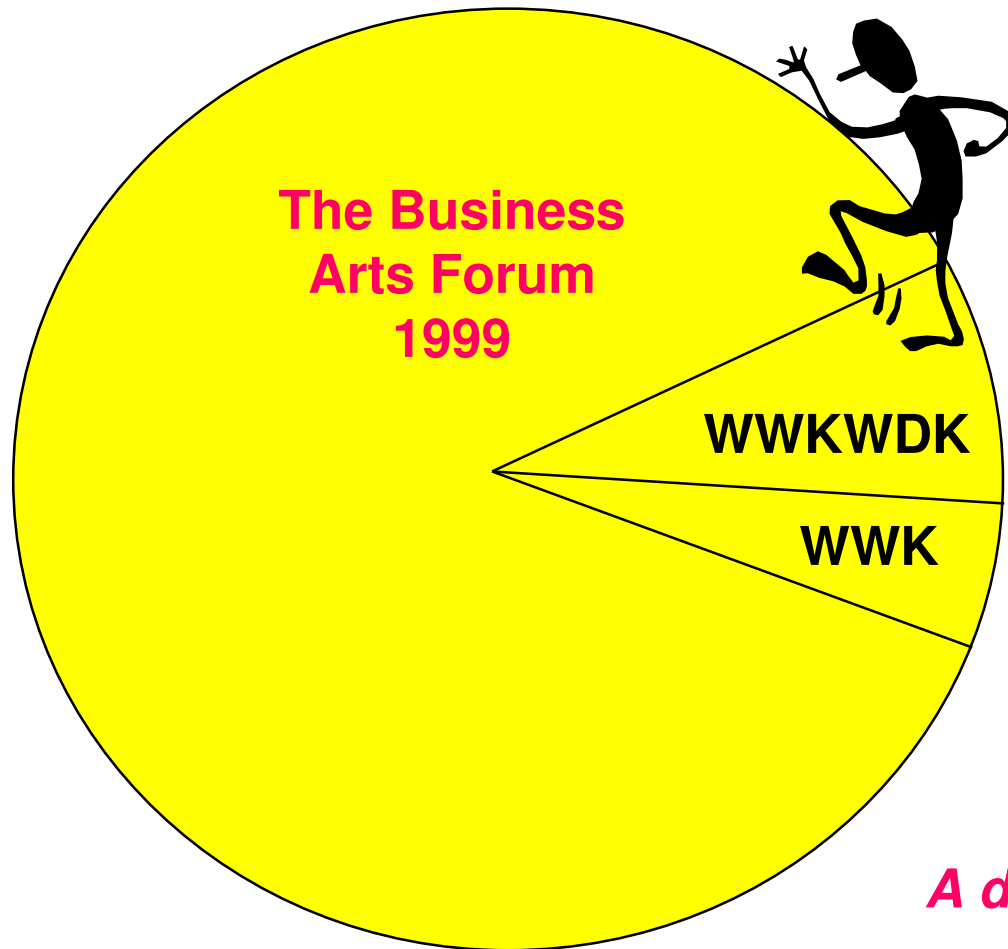


Ideas can come  
from anywhere



Rituals

# Stepping into the Unknown



*A discovery of invention ...*