

**INNOVATIONS,**

**INSIGHTS & IMPROVEMENTS**

**FROM THE INSIDE**

## **Control**

Written by Brian Elms

Earlier this year, our team traveled to Boston to meet with a group of innovation directors and chiefs of staff of the largest 30 cities in the country. During the meeting we noticed something; the Peak Academy was organized differently than most municipalities' innovation programs. That difference? Control.

Some of my worst memories in life boil down to control. Whether it was a controlling boss or a controlling teacher, I remember feeling smothered or paralyzed or even afraid. I remember asking permission for something as small as going to the bathroom. I lived in constant fear of doing something wrong.

We designed the Peak Academy not to control you or your innovations, but to encourage and enable you to be the best employee, and to allow you to create change without permission from the Mayor. We believe this is a powerful way to support our colleagues. We also believe that you are the expert and you can tell us where the best innovations happen.

When employees feel like they are being controlled, they do all kinds of things to rebel or protest. In some cases, their actions don't benefit the organization. At times, staff can become spiteful and may look for ways to undermine the organization or even their team.

Take the time to think about your management style or how you want to manage when you become the boss. Are you going to control your process ☺ or are you going to control your employees☹?

Over the years, I started to understand that control is an illusion. In times of crisis, I tried to control things only to find myself becoming frustrated or even mad that people didn't listen or follow directions. There were many times in my life when I thought I was in control, only to discover it was a false sense of stability. We must recognize that controlling people doesn't help improve our process. Instead, we must learn to control or manage our process and not the personalities.

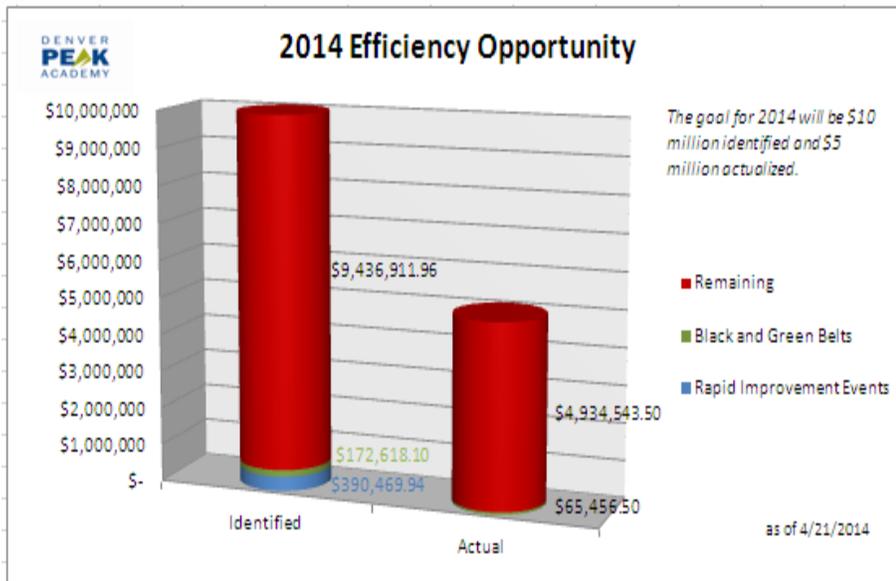
Control is not a goal worth striving for because it is illusive and unsustainable. It is time to move away from control and move toward more powerful concept...like coaching and teamwork.

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*The key to innovation is to question everything, challenge convention, and relentlessly pursue relevance...A leadership culture is one where people are empowered to contribute to the destiny of the organization as well as their own.*

-Brian Solis

[How to Build a Culture of Innovation by Killing Mediocrity](#)



**Upcoming  
 Peak Academy Events**

- Peak Innovation Lab  
 Tuesday, April 29, 2014  
 11am – 1pm, Room 4.I.5
- Continued Peak Education  
 Friday, May 16, 2014  
 2:30 – 4:30pm, Room 4.F.6
- Peak Meetups (Book Club)  
 Thursday, May 29, 2014  
 2:30 – 4:00pm, Room 4.F.2

