INNOVATION AND LEADERSHIP

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TOPIC 1:
INNOVATION AND LEADERSHIP

Some companies have been able to adapt and transform while others were not

Adapted

Disrupted

Technical Drivers:

- Data

- Algorithms

- Robotics

- Network Connectivity

Structural Drivers:

- Business Model Adaptation

- Shorter Cycles

- Did "they" get it. Culture, external awareness, learning behaviors.

- Did "they" get it. Alignment
  * Top
  * Middle

- Timing: over-compensate vs denial
- Have alignment, but cannot execute (tactical)
- Have alignment, but have challenges with Acquisitions

Adapted

IBM · Apple · amazon · GE · NETFLIX

Disrupted

Kodak · BlackBerry · TOWER RECORDS · Novell · BLOCKBUSTER

Technical Drivers:

- Data

- Algorithms

- Robotics

- Network Connectivity

Structural Drivers:

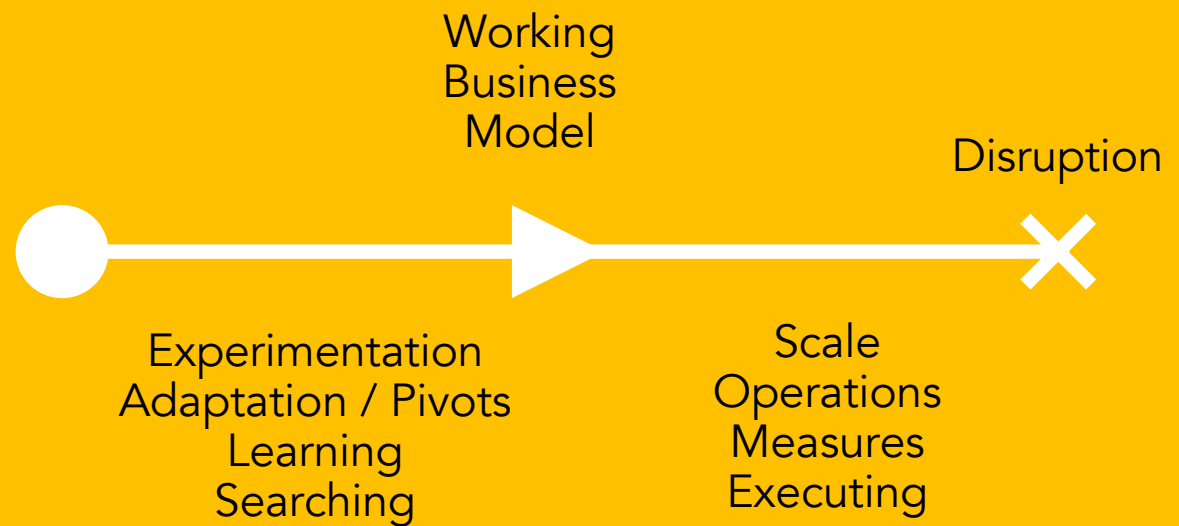- Business Model Adaptation

- Shorter Cycles

What Allows a Firm to Adapt

Three Layers That Effect Innovation
in an Existing Organization

Innovation Leadership			
Culture for operations and/or Innovation			
Story / Adaptation	Ecosystem	Operational Innovation	Financial Innovation or Diversity with filters

3 Leadership sets culture

2 Culture supports tactics

1 Tactics and process: Everyday activities

Innovation Journeys

Working
Business
Model

Disruption

Experimentation
Adaptation / Pivots
Learning
Searching

Scale
Operations
Measures
Executing

Suppose you are trying to create something new. What can go wrong?

1 Can't tell the story in a way that people can understand

2 Did not get support of stakeholder (internal or external ecosystem)

3 Not strategic to the company - or not the right time for this project - but the innovator does not understand why

4 HR / finance can't or don't know how to help

5 The team that creates does not want to operationalize, need transition team

6 Culture or organization does not support or allow

7 Incentive structure: does not support change?

OUR APPROACH FOR THIS DATA-X MASTERCLASS

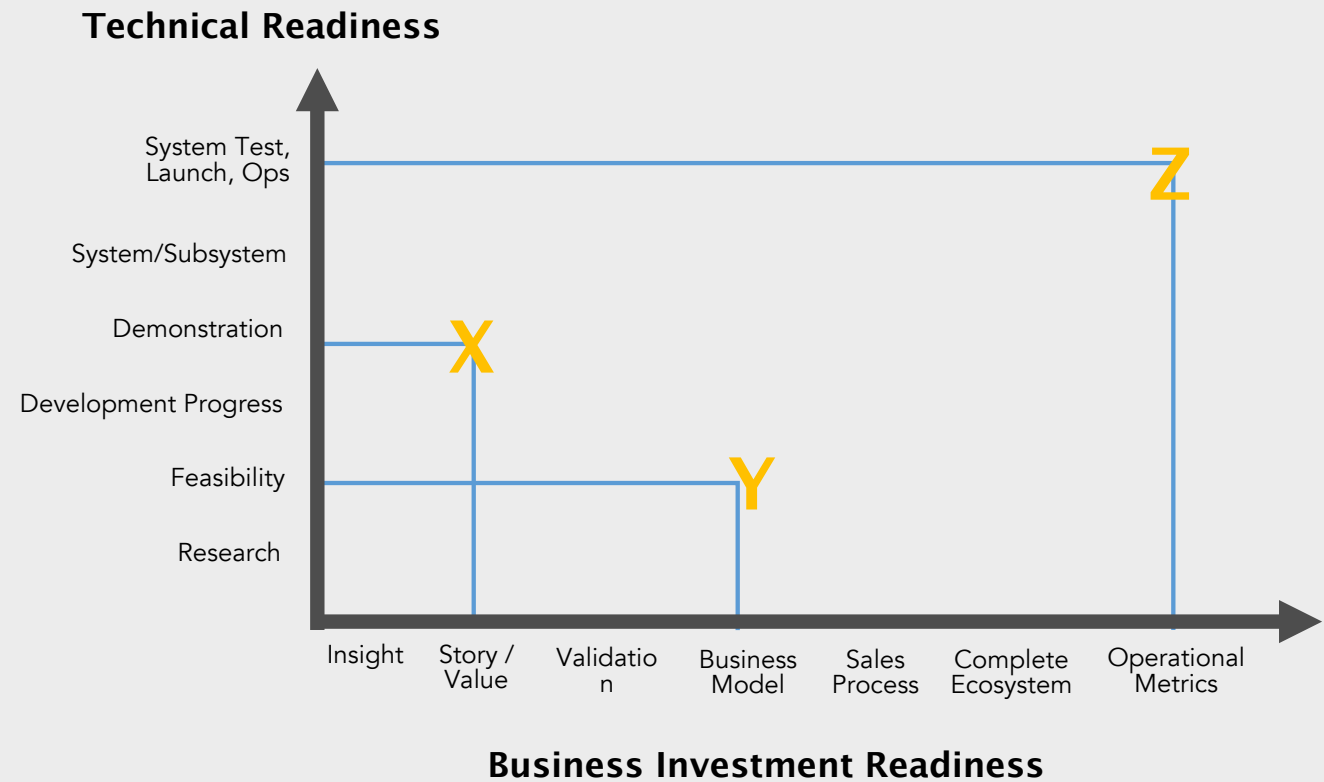# New (Transformative Projects) always start with a **story** which must be tested for **resonance**

External world
is changing

Background of
team

**Stories
at work**

**Story/Pitch
Prototype
Validation**

Operative insight:
background + change

Lean discovery:
MVP

Story is important for 2 reasons:
1. Alignment and feedback
2. Scale and stakeholders

Execution and Traction

Story types:
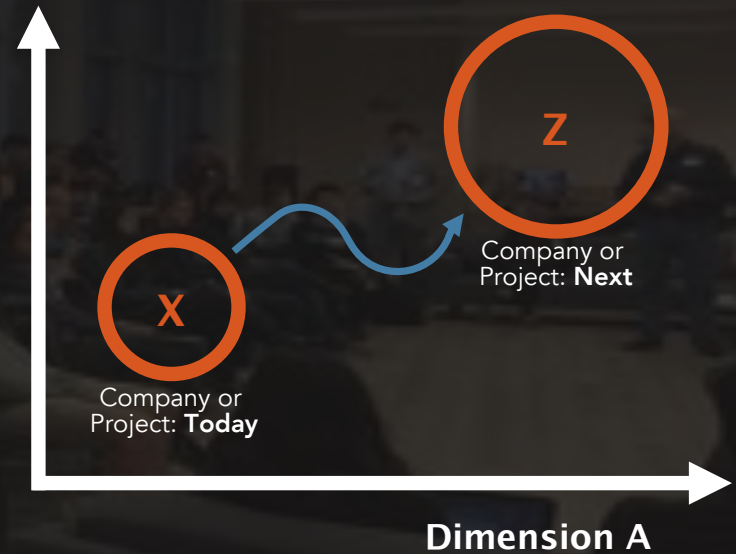- NABC
- I observed —
- A transformed with B

1. What do you need to **acquire or learn**?

2. What do you need to **let go**?

3. **First principle**: you can't be happy where you are.

4. It's like getting a new degree part time, while you still work at the last job.

Dimension B

Dimension A

Z

Company or Project: **Next**

X

Company or Project: **Today**
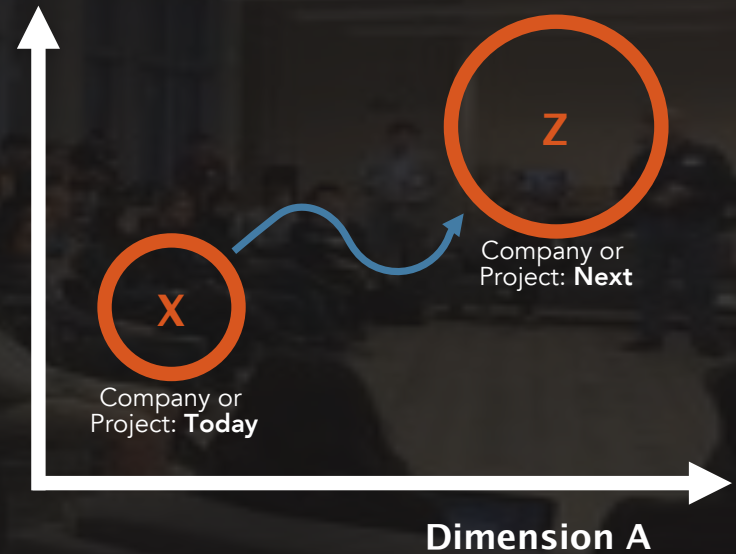
Language

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Transformative Projects:

Purpose and Process
• Stage of project H1 - H3
• Match the team
• Story value
• Steps and behaviors
• Scale, measures, PM

People
• Leadership and culture
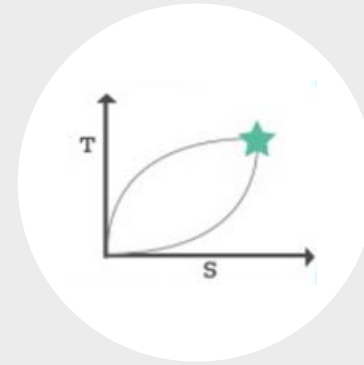• Psychology of innovation and personal development

Strategic issues:

• Top down vs bottom up
• SWOT & disrupt yourself
• Filtering for core competence

Purpose

Strategic transformation
and value creation

Process

Technical progress and
social progress

People

Behavior and culture