

LEADERSHIP FOR INNOVATORS

TEAM LEADERSHIP. AGILE LEADERSHIP.

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Skoltech





Agile Leadership. Leading Change.

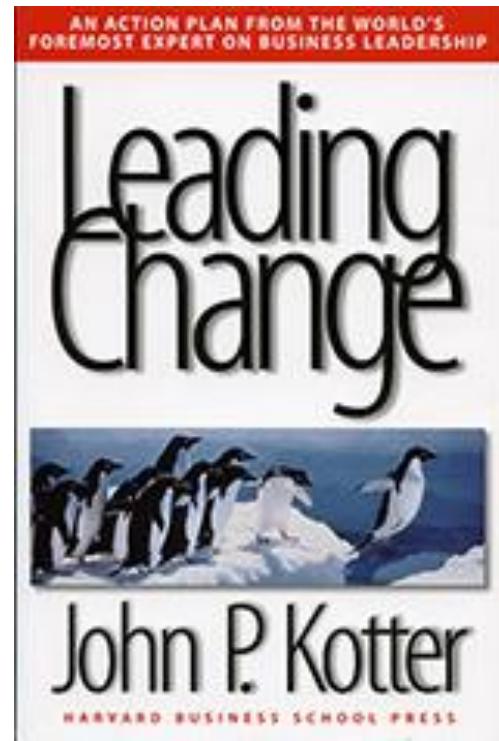
Leadership and Innovation

Creativity, Innovation and Leadership

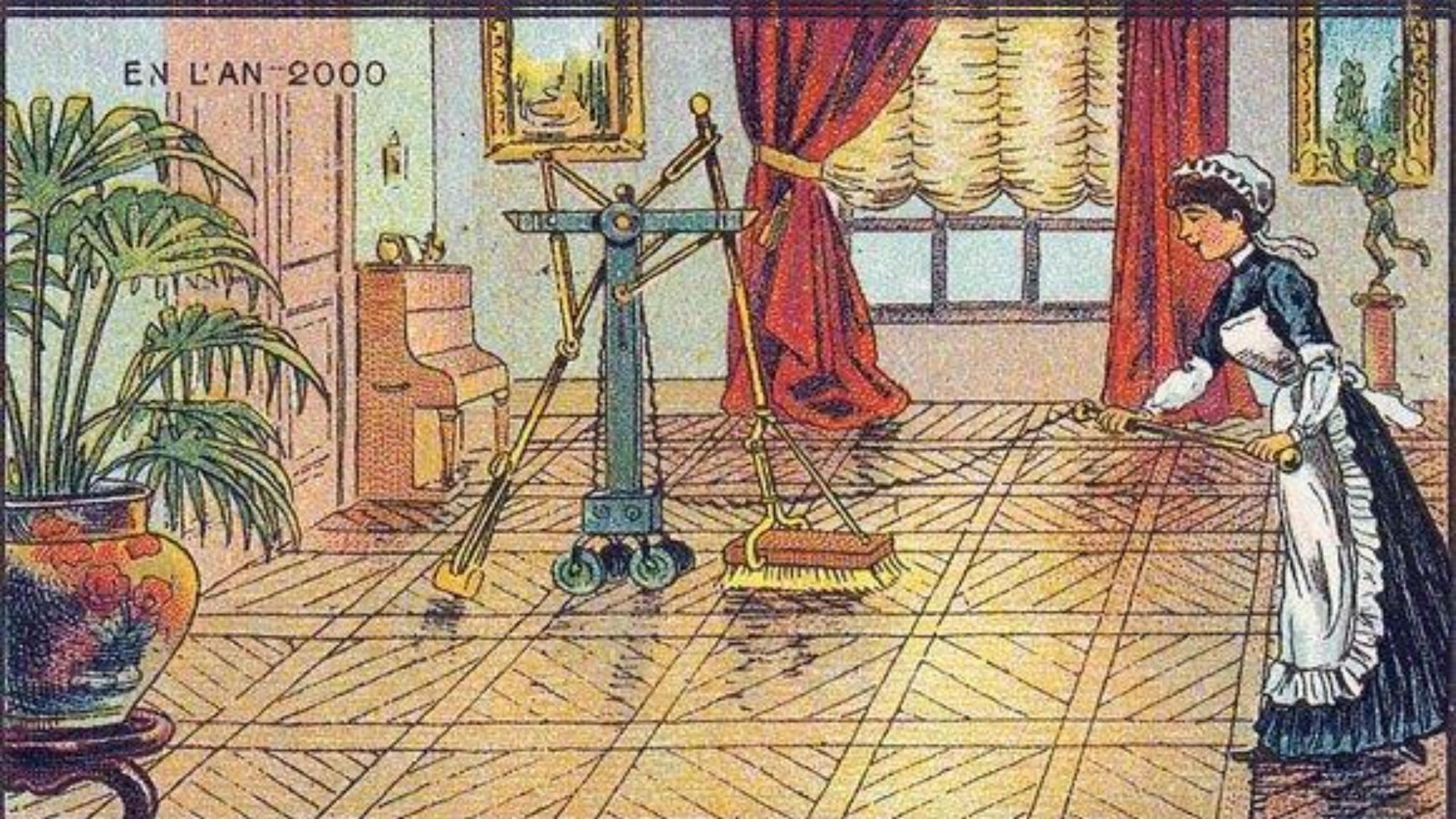
Conclusion and Readings



AGILE LEADERSHIP. LEADING CHANGE



EN L'AN -2000





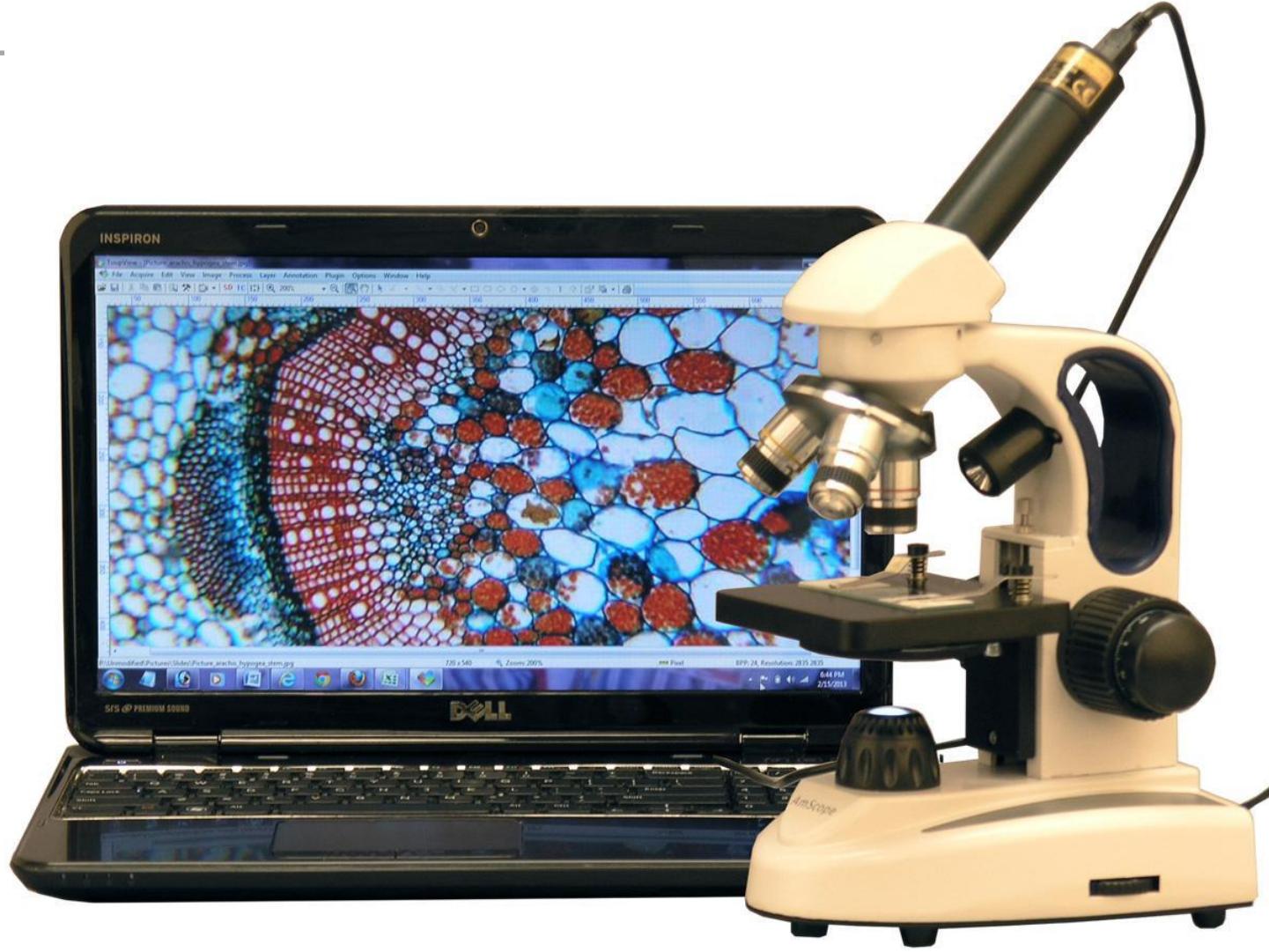
EN L'AN 2000

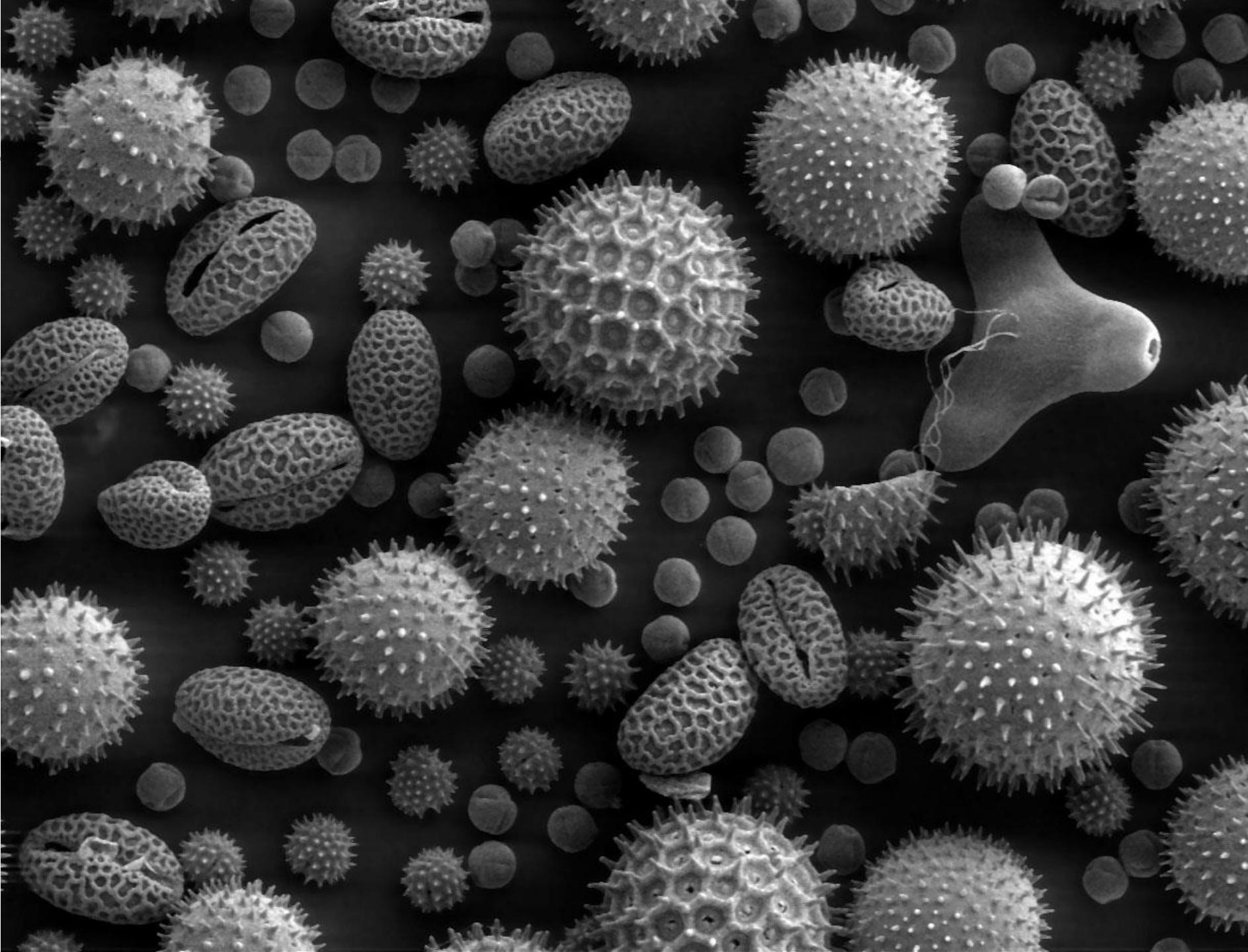




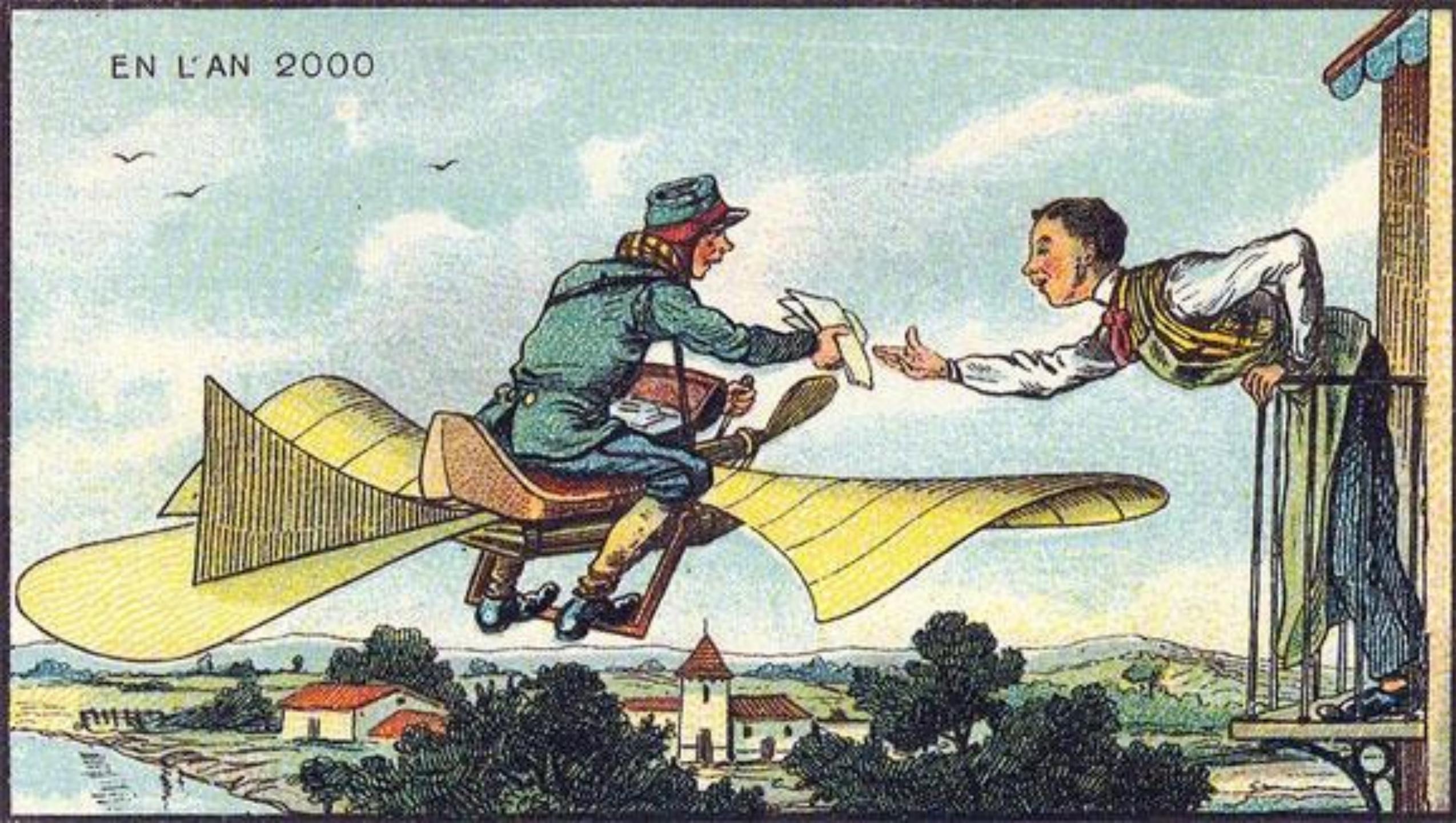
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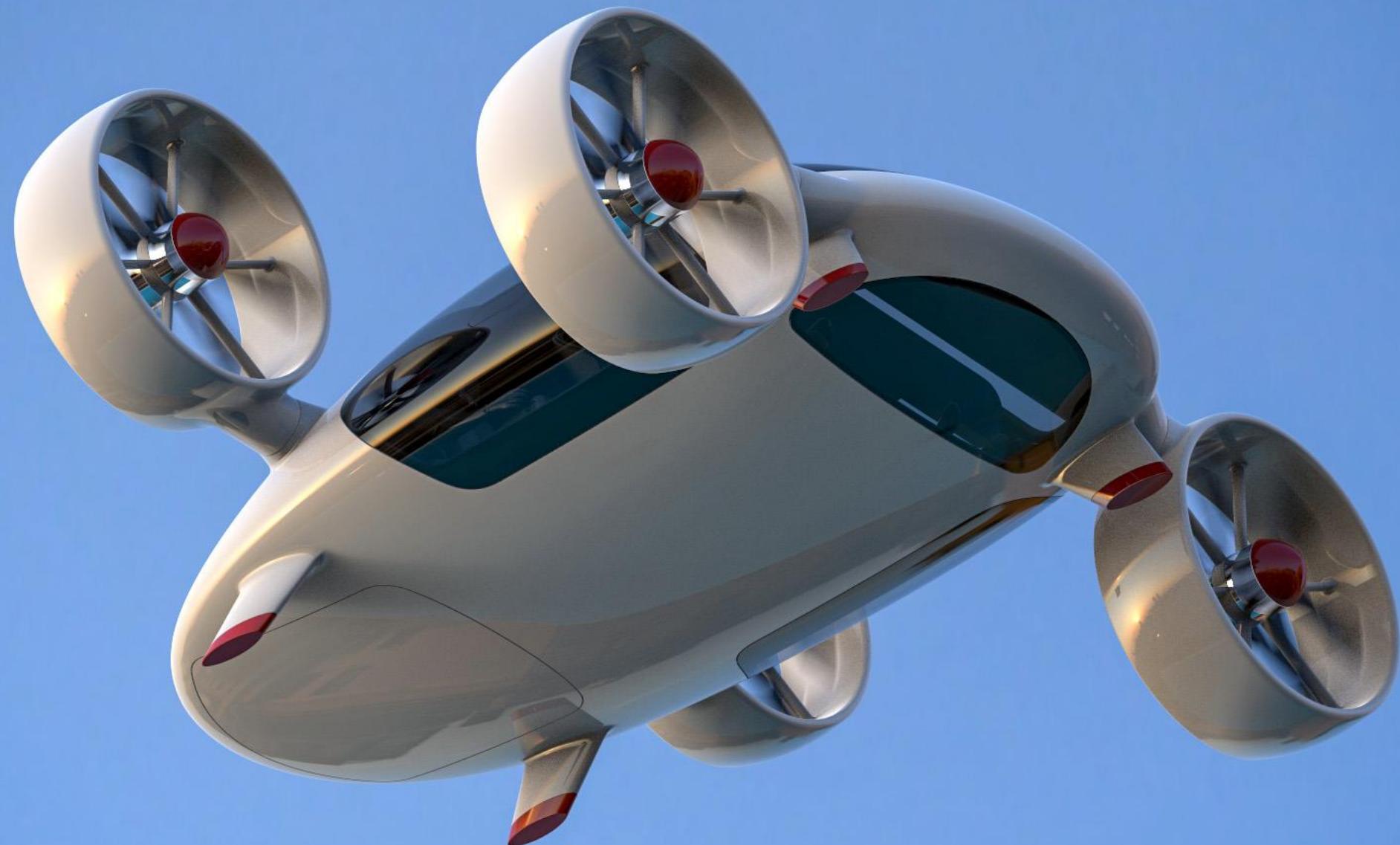




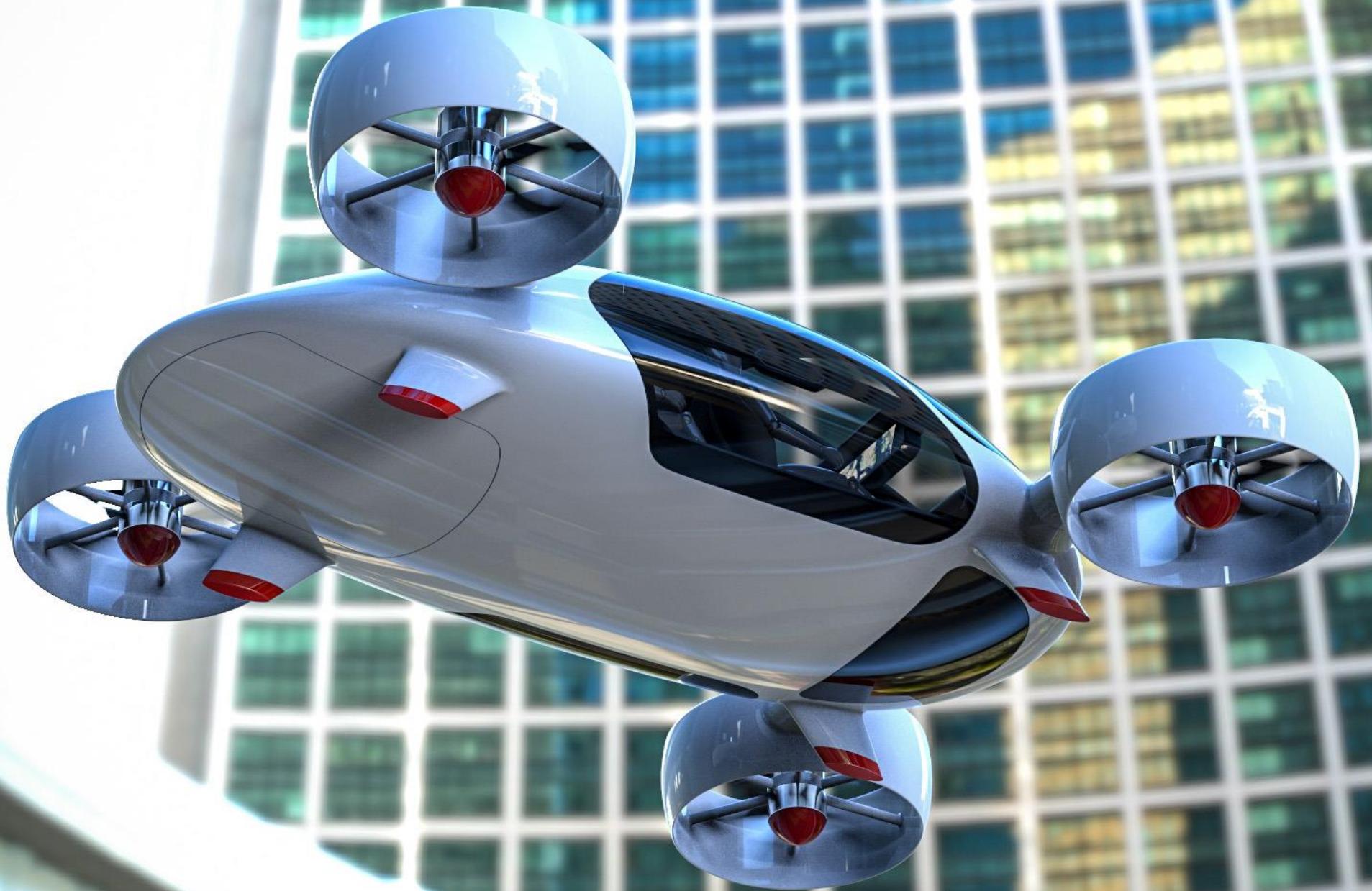


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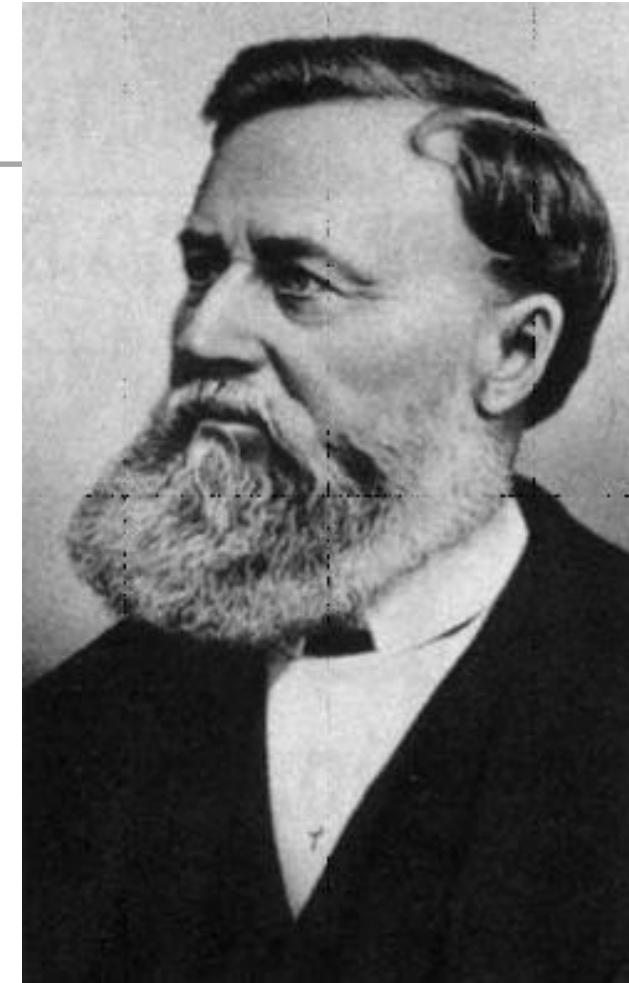


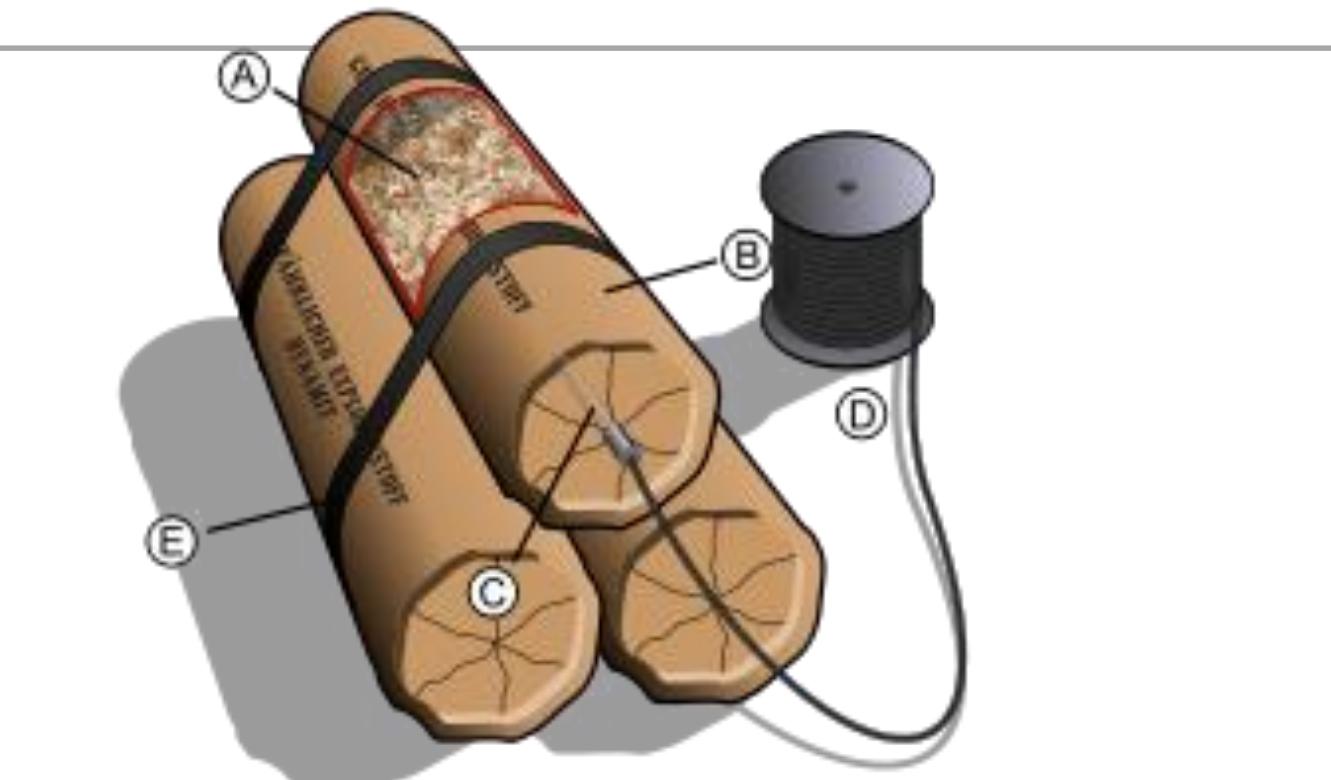
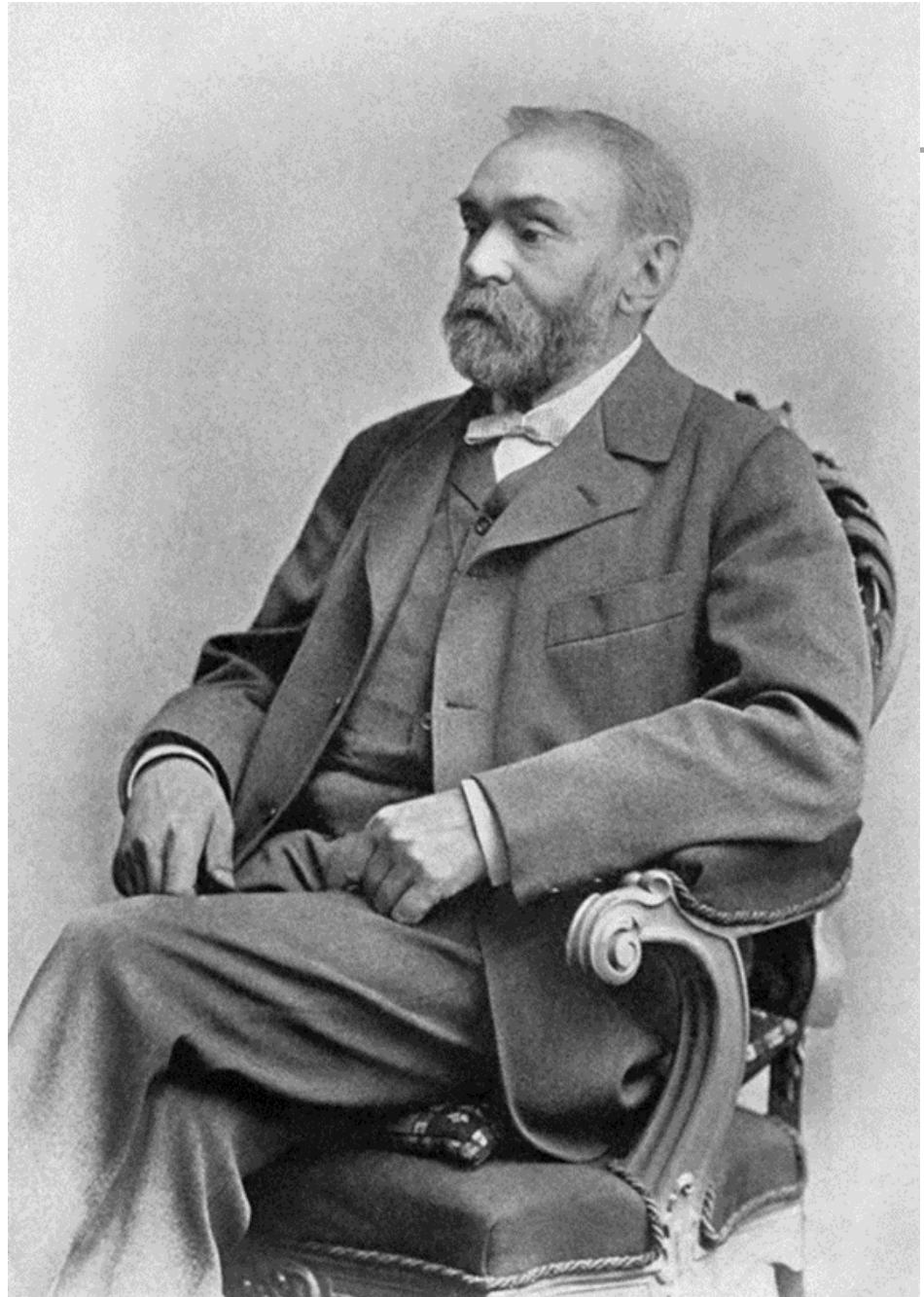


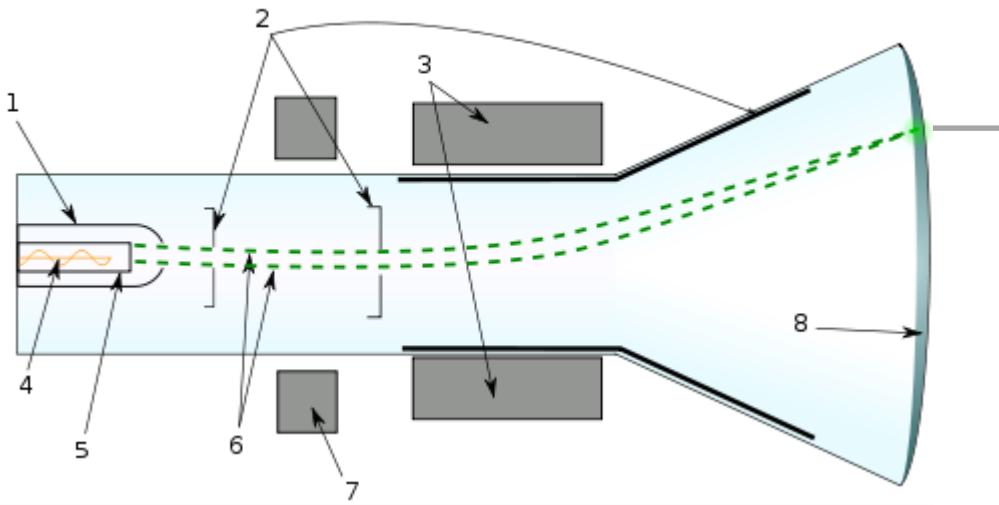


Technical Specifications

Seats	4	Thrusters, pcs x kW	8 x 40
Width over all, m	4,5	Altitude above ground, m	1000
Length over all, m	5,2	Cruising speed, km/h	300
Height over all, m	1,7	Energy used for flight, kWh:	51
Range, km	150 ‡	– hover (1 min for VTOL)	5.3
Payload, kg	400	– cruise (30 mins)	45.9
Take off weight, kg	1100	Reserve energy, kWh	13
Lift-to-drag	4-5	Energy per 1 km avg., kWh:	0.34
Disc loading, kg/m ²	146	– per 1 minute cruise, kWh	1.5
Battery weight, kg	320	– per 1 km cruise, kWh	0.30
Battery density, Wh/kg	200 *	In future with hydrogen fuel cells	
Battery capacity, kWh	64 **	‡) up to 550 km	**) up to 224 kWh
Power output, kW	320	*) up to 700 Wh/kg











Creativity & Innovation

Creativity

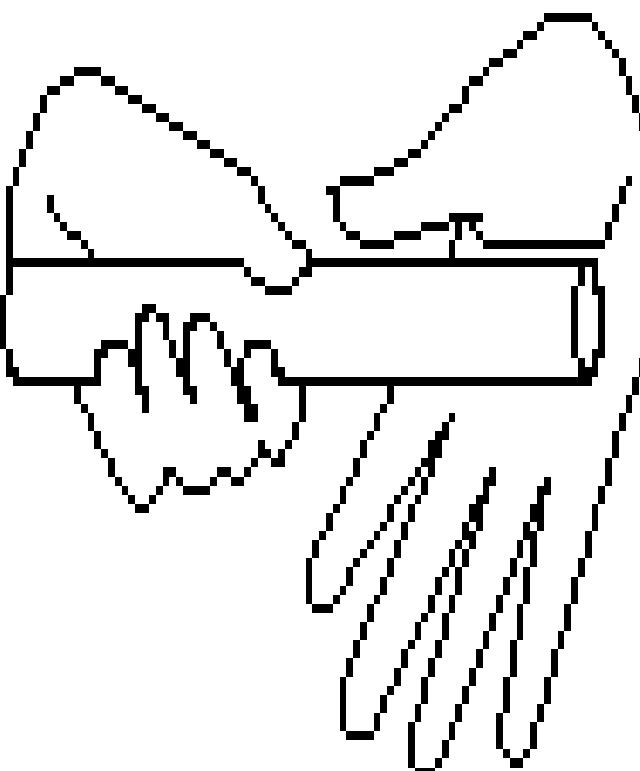
Innovation

Concepts

Reality

Ideas

Ideas + Action



Innovation

Kantar defines Innovation as

As the generation, acceptance and implementation of new Ideas,
processes product and services

Mintzberg defined innovation as

As the mean to break away from established pattern in other words doing things in really different way

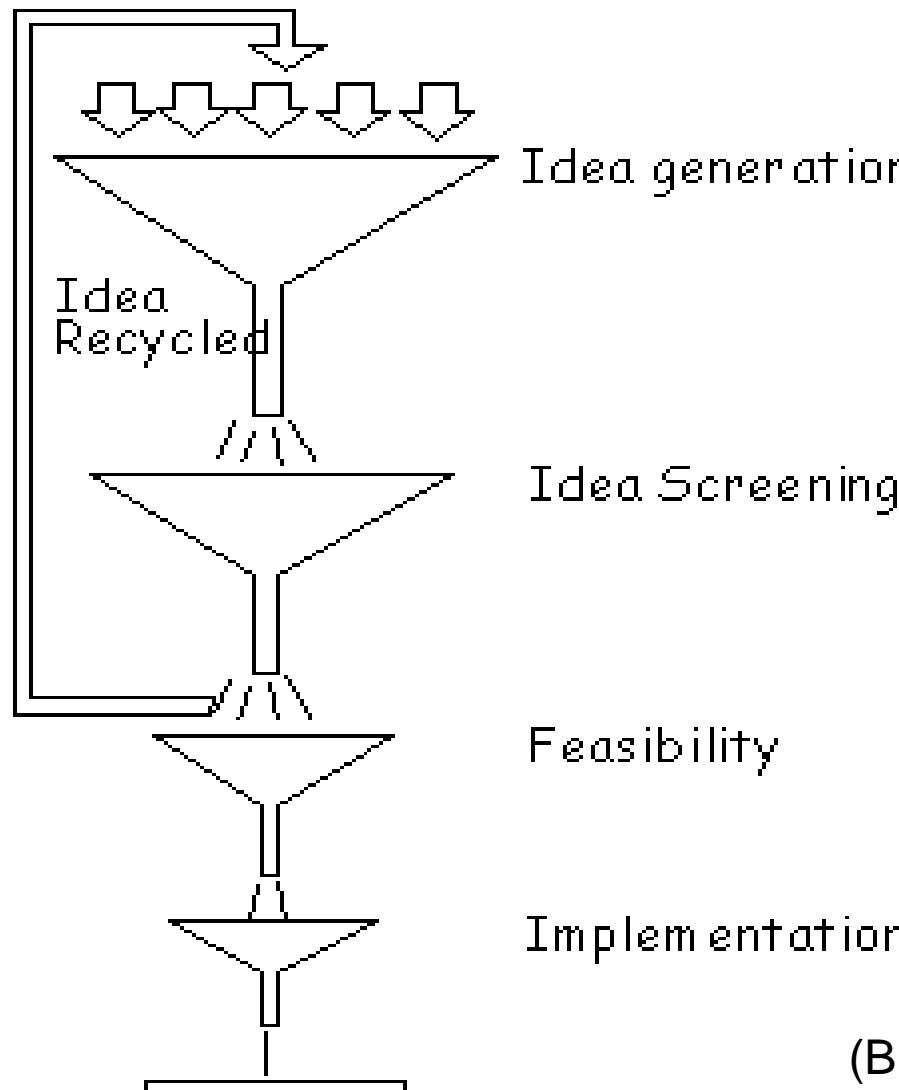
- **Porter** presents that innovation is not just a single major technological breakthrough in fact it is a accumulation of small changes in the product, services and in processes
- **Morris and Kuratko** present the list of continuum of possibilities for innovation in product/services and processes

Types of innovation

- The introduction of new or improved goods or services
- The introduction of new processes
- The opening up of new market
- The identification of new source of supply of raw materials.
- The creation of new types of industrial organization

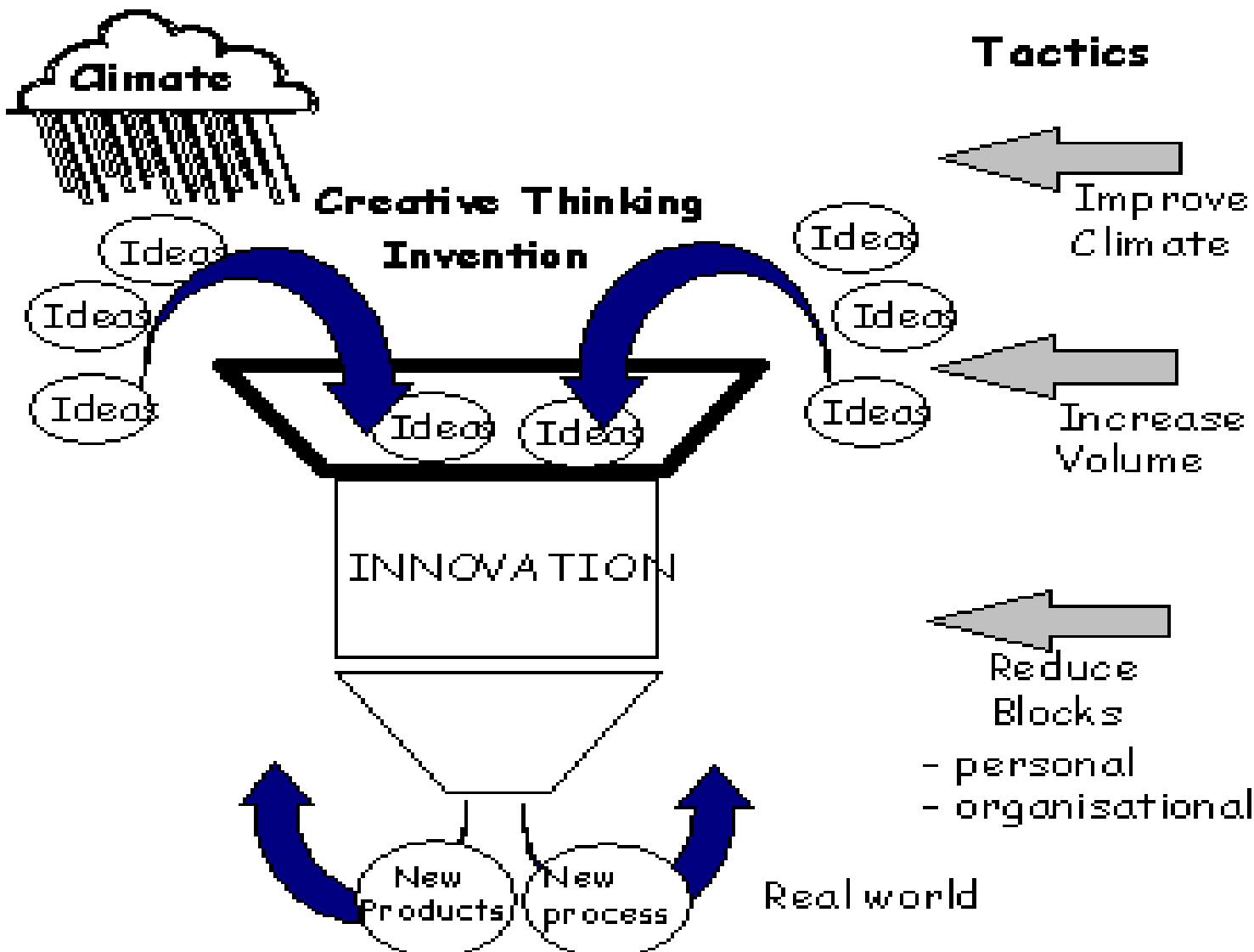
(Burns, 2007)

Process of Innovation



(Burns, 2007)

Innovation Model



What is Creativity

New ways of doing things

The ability or quality displayed when solving hitherto unsolved problem

- Help in innovation
- To do things differently

Definition

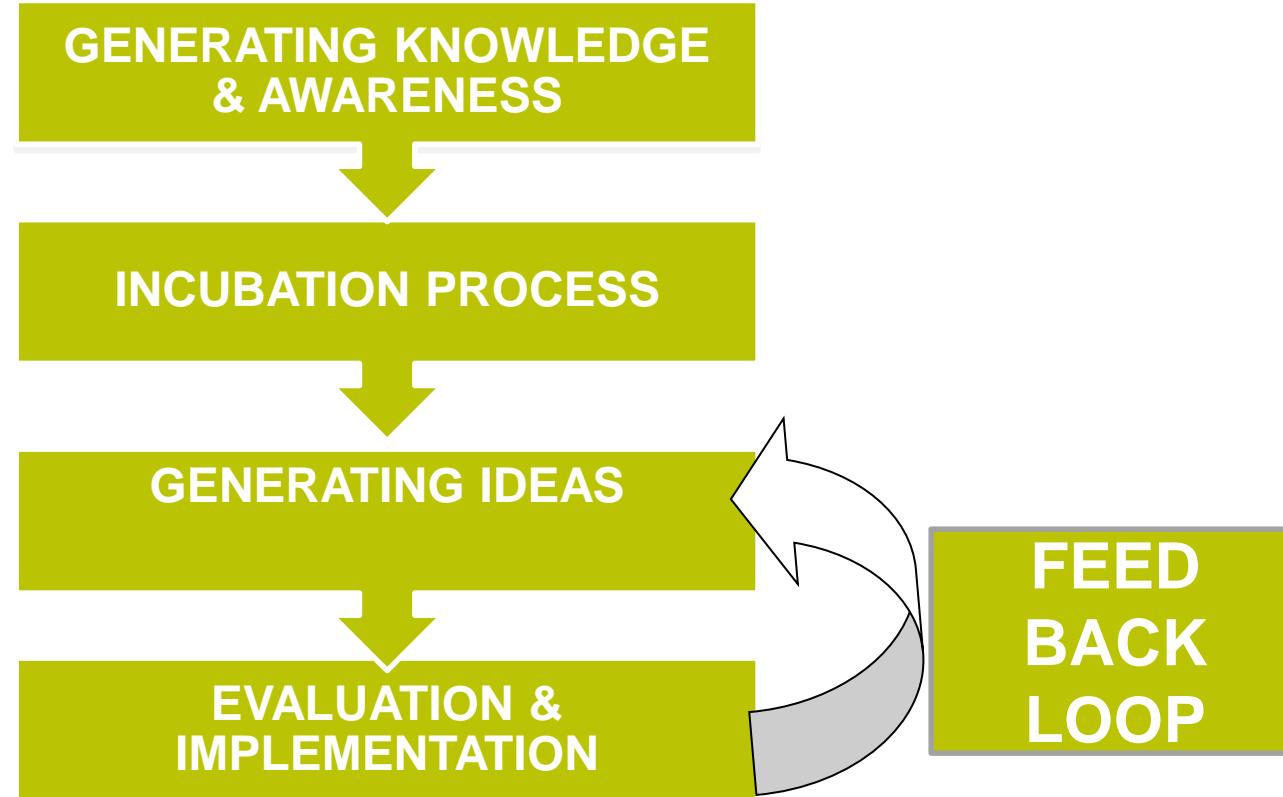
Creativity is a mental process involving the discovery of new ideas or concepts, or new associations of the existing ideas or concepts, fueled by the process of either conscious or unconscious insight

Creativity is at core of any true entrepreneur. it is important in coming up with completely new ways of doing things, rather than looking for adaptive, incremental change.

Characteristics of the creative personality

- Creative individuals have a **great deal of energy**, but they are also often quiet and at rest.
- Creative individuals tend to be **smart, yet also naive** at the same time.
- Creative individuals have a combination of **playfulness and discipline**, or responsibility and irresponsibility.
- Creative individuals alternate between **imagination and fantasy** at one end, and **rooted sense of reality** at the other.
- Creative people seem to harbor opposite tendencies on the continuum **between extroversion and introversion**.
- Creative individuals are also **remarkable humble and proud** at the same time.
- Creative individuals to a certain extent **escape rigid gender role stereotyping** and have a tendency toward androgyny.
- Generally, creative people are thought to be **rebellious and independent**.
- Most creative persons are very **passionate about their work**, yet they can be extremely objective about it as well.
- The openness and sensitivity of creative individuals often exposes them to suffering pain yet also a great deal of enjoyment

Creativity process on individual level



Barriers to creativity

- The fallacy that there is only one correct solution to a problem
- The fallacy that logic is important in creativity
- The tendency to be a practical
- The tendency to follow established rules unquestioningly.
- The tendency to assign blame for failure
- The unwillingness to recognize the creativity power of play
- The tendency to think too narrowly & with too much focus
- The unwillingness to think unconventionally because of the fear of appearing foolish
- The lack of belief that you can be creative

LEADERSHIP FOR INNOVATORS



10 traits of innovative leaders (by Jack Zenger and Joseph Folkman)

- identified 33 individuals who scored at or above the 99th percentile on innovation
- 360 degree feedback survey
- interviewed each leader by phone, the leader's boss and a number of direct reports and peers
- asked for concrete examples of what the leader did that caused him or her to be perceived as highly innovative.
- The colleagues were also asked how this leader differed from other leaders they'd served.

1. Display excellent strategic vision.

→ The most effective innovation leaders could vividly describe their vision of the future, and as one respondent noted about his boss: “She excelled at painting a clear picture of the destination, while we worked to figure out how to get there.”

2. Have a strong customer focus.

→ What was merely interesting to the customer became fascinating to these individuals. They sought to get inside the customer's mind. They networked with clients and asked incessant questions about their needs and wants.

3. Create a climate of reciprocal trust.

→ Innovation often requires some level of risk. Not all innovative ideas are successful. These highly innovative leaders initiated warm, collaborative relationships with the innovators who worked for them. They made themselves highly accessible. Colleagues knew that their leader would cover their backs and not throw them under the bus if something went wrong. People were never punished for honest mistakes.

4. Display fearless loyalty to doing what's right for the organization and customer.

- Pleasing the boss or some other higher level executive always took a back seat to doing the right thing for the project or the company.

5. Put their faith in a culture that magnifies upward communication.

→ These leaders believed that the best and most innovative ideas bubbled up from underneath. They strived to create a culture that uncorked good ideas from the first level of the organization. They were often described as projecting optimism, full of energy, and always receptive to new ideas. Grimness was replaced with kidding and laughter.

6. Are persuasive.

→ These individuals were highly effective in getting others to accept good ideas. They did not push or force their ideas onto their teams. Instead, they presented ideas with enthusiasm and conviction, and the team willingly followed.

7. Excel at setting stretch goals.

→ These goals required people to go far beyond just working harder.
These goals required that they find new ways to achieve a high goal.

8. Emphasize speed.

→ These leaders believed that speed scraped the barnacles off the hull of the boat. Experiments and rapid prototypes were preferred to lengthy studies by large committees.

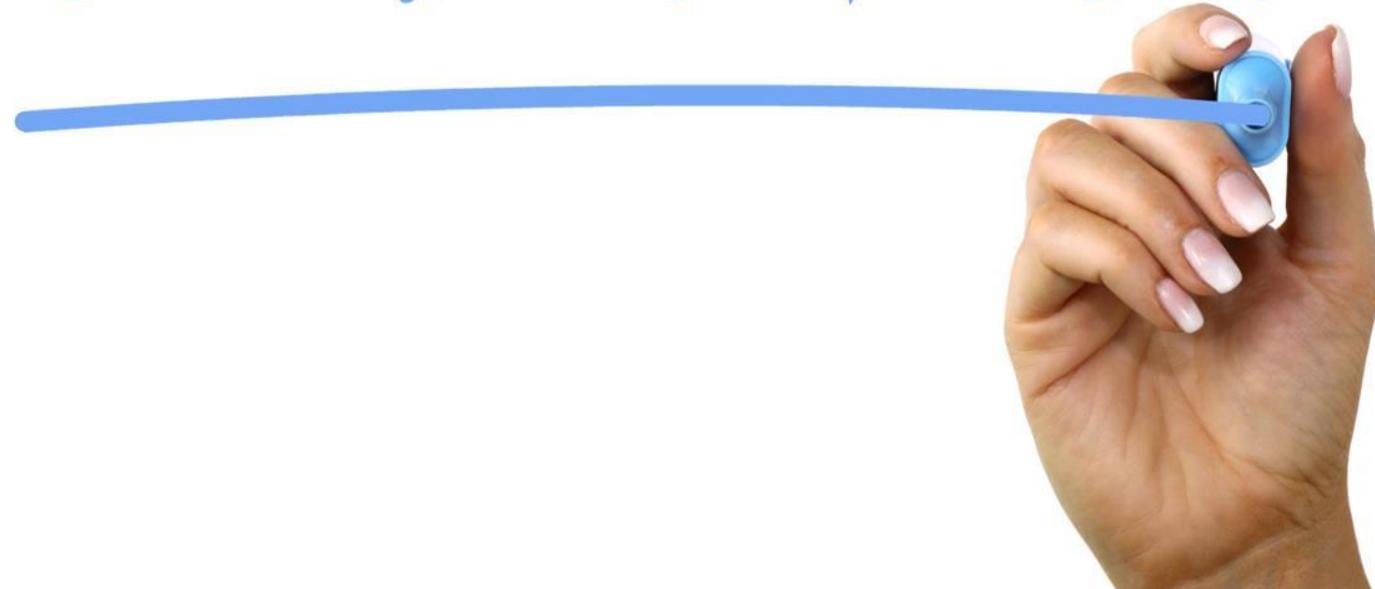
9. Are candid in their communication.

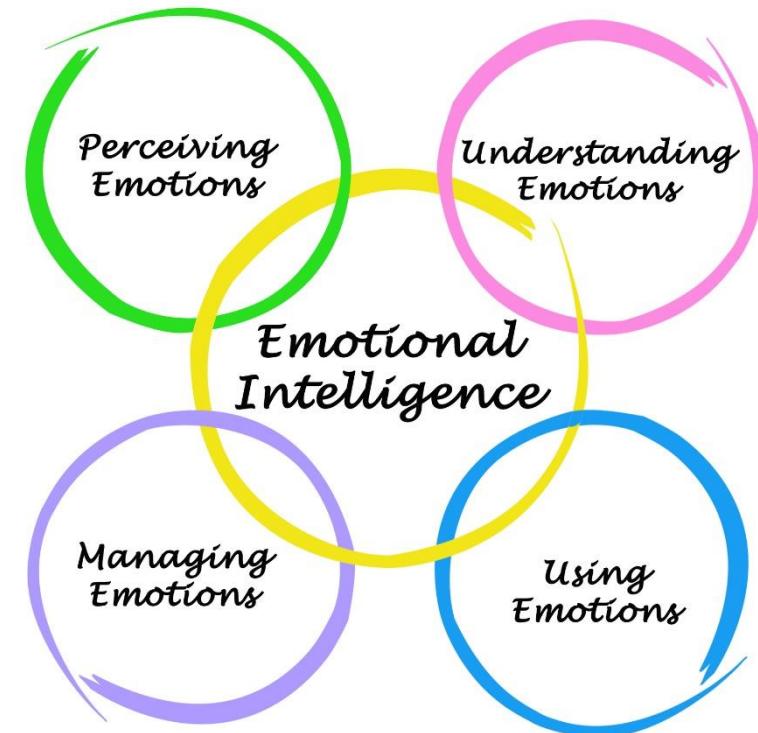
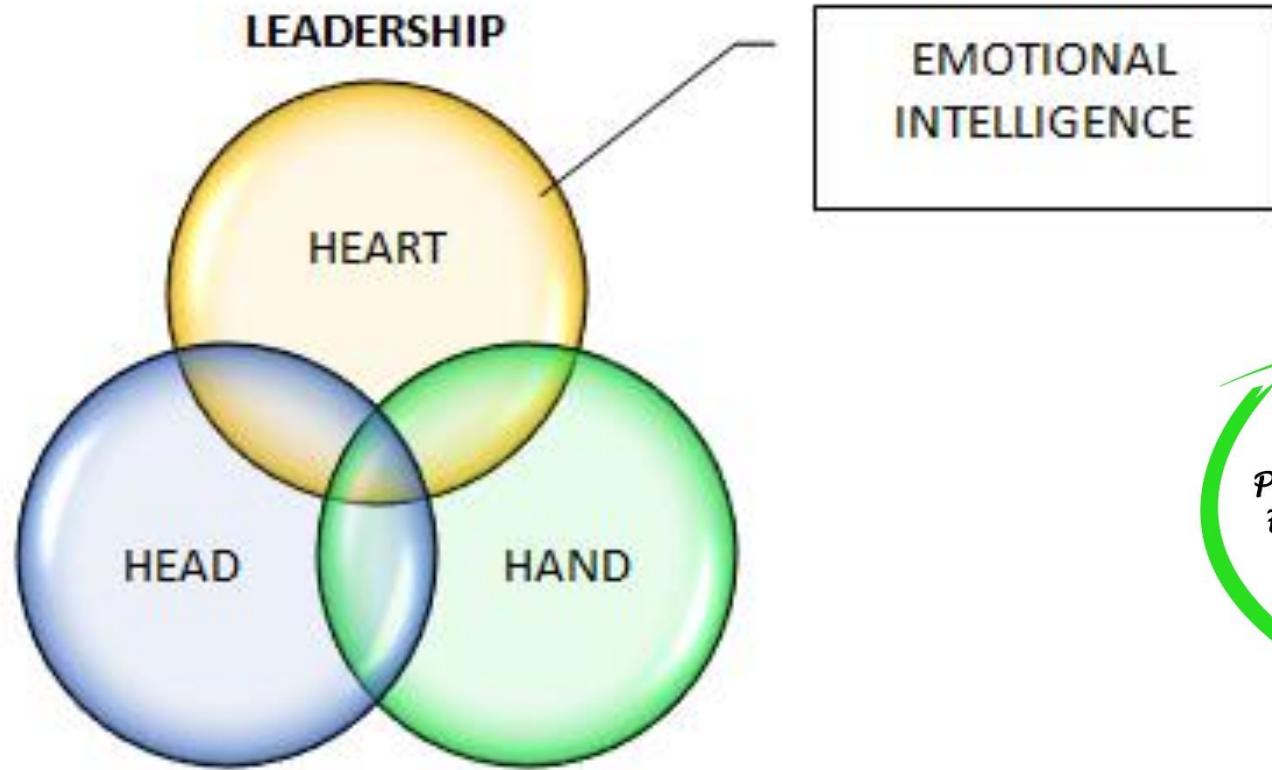
- These leaders were described as providing honest, and at times even sometimes blunt, feedback. Subordinates felt they could always count on straight answers from their leader.

10. Inspire and motivate through action.

→ One respondent said, “For innovation to exist you have to feel inspired.” This comes from a clear sense of purpose and meaning in the work.

CORE VALUES









BOOKS

COMPETING IN THE AGE OF AI Strategy and Leadership When Algorithms and Networks Run the World MARCO IANSITI KARIM R. LAKHANI HARVARD BUSINESS REVIEW PRESS BOSTON, MA

THE LEADER'S GUIDE TO EMOTIONAL AGILITY
HOW TO USE SOFT SKILLS TO GET HARD RESULTS
KERRIE FLEMING PEARSON FT EDITION 2015

The Emotionally Intelligent Manager
How to Develop and Use the Four Key Emotional Skills of Leadership
David R. Caruso, Peter Salovey Jossey-Bass San Francisco CA 2004

LEADERSHIP FOR INNOVATION
How to organize team creativity and harvest ideas JOHN ADAIR Kogan Page
London and Philadelphia 2007

thx.



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