

Weapons of Mass Innovation in a Corporate Environment

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Invest in the future because

“Only paranoiacs survive” (Andy Grove, Intel)

“Somewhere out there is a bullet with your company’s name on it. Somewhere out there is a competitor, unborn or unknown, that will render your strategy obsolete. You can’t dodge the bullet – you are going to shoot first. You are going to have to out-innovate the innovators”
(Gary Hamel)


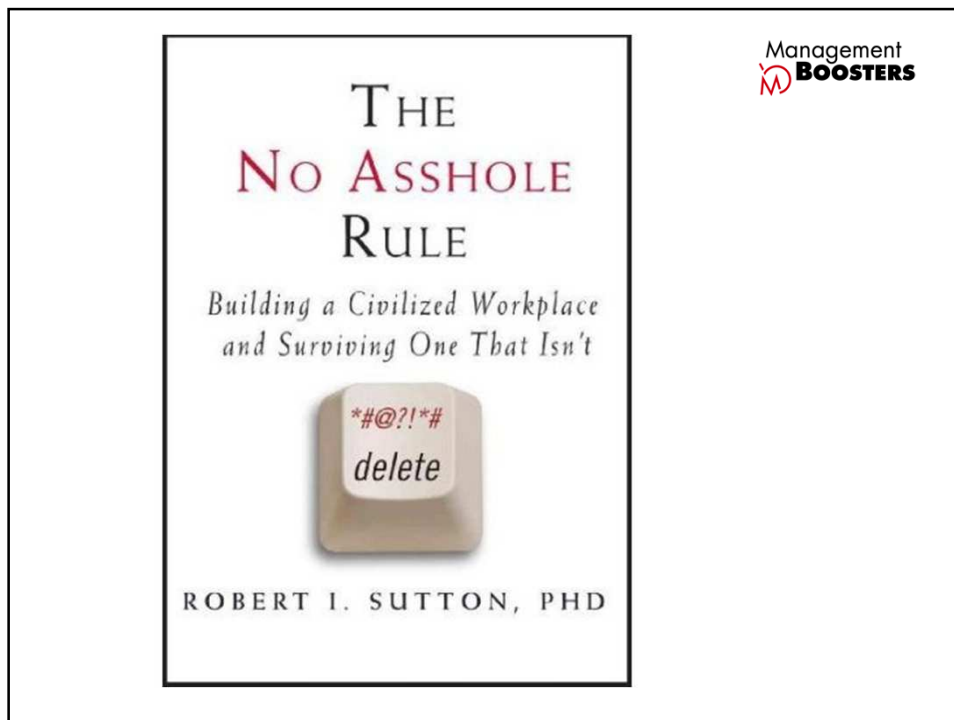
Management by Opportunity

The 6 Empowerment pillars of MbOp

1. Top management commitment to innovation
2. Environmental conditions


Examples of environmental conditions

- Innovation center or hub
- Transparency of evaluation criteria
- Budget for non R&D innovation
- Coaching of innovators
- Rewarding innovators
- Punishing innovation killers
- ...



Asshole characteristics

- After being in contact with one, people feel unmotivated, diminished, without energy or not recognized
- He/she usually targets people who have less power than him/her
- 2 categories:
 - ⇒ Temporary ones
 - ⇒ Certified assholes



The image contains a circular badge with a white background and a grey border. The text 'Certified A-Hole' is written in a bold, red, sans-serif font. The badge has a slight 3D effect with a shadow.

Management by Opportunity

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3. Employees' Motivation



GÉNÉRATION

will not forgive ⇒ No retention of the best

www.youtube.com/watch?v=42E2fAWM6rA

Employees' opinion

- Has more impact on increasing sales than the opinion of the customers
- Is influenced by the perceived
 - ⇒ quality of management
 - ⇒ quality of training and development
 - ⇒ level of autonomy (= trust)

“Treat your employees like if they could vote”

(Daniel P. Amos, CEO Aflac, IHT)

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4. Idea generation + problem solving

How innovation is initiated?

- Most traditional innovation is top-down
 - ⇒ Management decides of innovation pipeline
 - ⇒ Management asks a team to make it happen
 - ⇒ Mission based (« Brief » based)
- When initiating innovation is the privilege of management
 - ⇒ Less empowerment
 - ⇒ Less innovation

Also....bottom-up innovation

in addition to top-down:

**Business Case based
internal open innovation**

Employees are

- ⇒ empowered
- ⇒ encouraged
- ⇒ made relevant !!!

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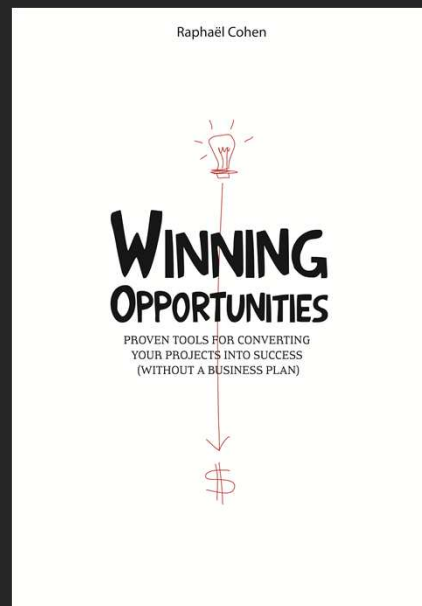
1. Top management commitment to innovation
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4. Idea generation + problem solving
5. Robust pre-project roadmap (i.e. IpOp Model)

The IpOp Model toolbox

- Leads employees to seek opportunities
 ⇒ that bring real competitive advantages
- More client-focused than product-focused
- Improves the success/failure ratio
 ⇒ fewer aborted projects (= better use of resources)
- Boosts pro active behavior to find solutions
- Boosts job satisfaction
- Increases employees' engagement and retention

Download
free of charge

www.winning-opportunities.org



How the software works

- The IpOp Model guides innovators, step by step, to answer challenging questions that force them, in a user friendly manner, to really mature their proposal before presenting it to management
- The answers are organized by the software to produce an easy to read structured Business Case
- The database captures all ideas in a Knowledge Management system
- The process often helps identify new opportunities

All or part adopted by

- P.A.R.C. (Xerox)
- Nestlé
- Oracle
- Sanofi-aventis
- Microsoft
- France Telecom
- ...
- Industrial companies
- Banks
- Hospitals
- Startups
- High and low tech Co.
- Public sector
- Business schools

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5. Robust pre-project roadmap (i.e. IpOp Model)
6. Breaking corporate silos and teaching business savvy
 - Intrapreneurship / business savvy education

MicroMBA approach

- Internal talent development program
- Toolbox for innovators (intrapreneurs)
- Breaking silos between units & functions
- Real innovation project must be:
 - ⇒ Identified by the participants
 - ⇒ sold to obtain resources and authorizations
 - ⇒ ...implemented

MicroMBA Results

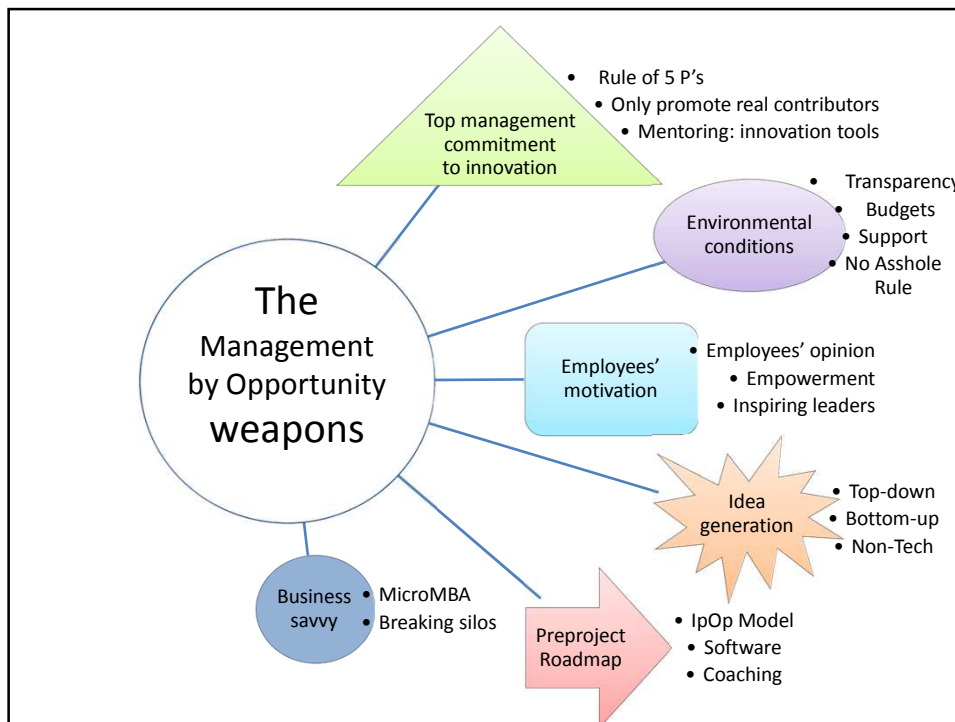
- Out-of-the-box bottom-up innovations
- + 100 million in new business
 - ⇒ Measurable return on investment
 - ⇒ Training = Profit center
- Turns employees into proactive change agents
- Generates competitive advantages
- Shared common language
- Lasting effect on innovation (ex HUG)
- Horizontal cooperation
- Builds network and peer support groups
- Higher engagement + retention

Why it works

- Trainers = 'entrepracademics' (role models)
- Customized content to company culture
- Continued coaching + team building
- Plenty of 'subliminal' messages
- Toolbox focusing on business agility
 - ⇒ Gives permission
 - ⇒ Increases self-confidence
 - ⇒ empowers people to seize opportunities

Executive education

- Since executive education has to be provided anyway,
- Kill two birds with one stone:
 - ⇒ Use internal customized training as the vector for
 - Boosting innovation
 - Making money with a measurable output
 - Developing people
 - Turning them into change agents



Management **BOOSTERS**

The biggest blocker is

Managers

Why managers?

- Managers are ...m a n a g e r s
 - ⇒= expert at managing resources
 - ⇒No vision required
- The belief in «systems»
- Difficulty to handle the complexity of multiple channels ⇒ aspire to simplify
- The arrogance to believe that the selected channels are good enough
- The fear of being challenged
- The lack of accountability for innovation results
- The pressure on short term results