

Fostering Innovation




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in·no·vate

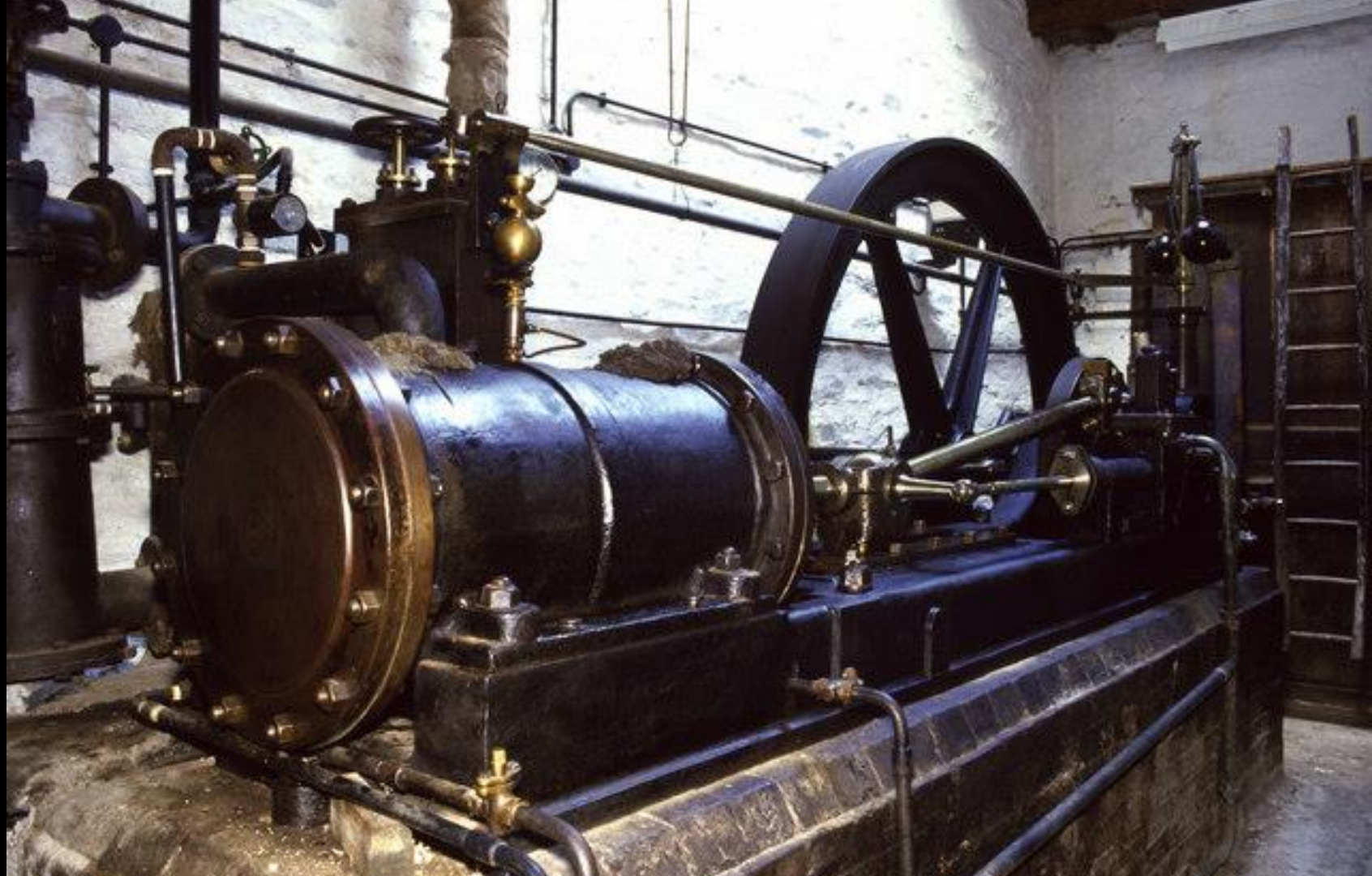
/ˈɪnəˌvɑːt/ 

verb

make changes in something established, especially by introducing new methods, ideas, or products.

"the company's failure to diversify and innovate competitively"

What does innovation look like?







Your Innovation Team Shouldn't Run Like a Well-Oiled Machine

by Ron Ashkenas and Markus Spiegel

OCTOBER 28, 2015



SAVE



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COMMENT



TEXT SIZE

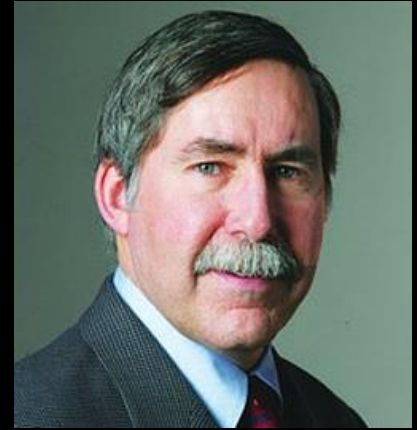


PRINT



“Managers of the most effective teams encouraged adaptive ant colony behavior, while those of less effective innovation teams expected members to abide by rigid plans and rules.”

*Ashkenas & Spiegel,
HBR, October 2015*

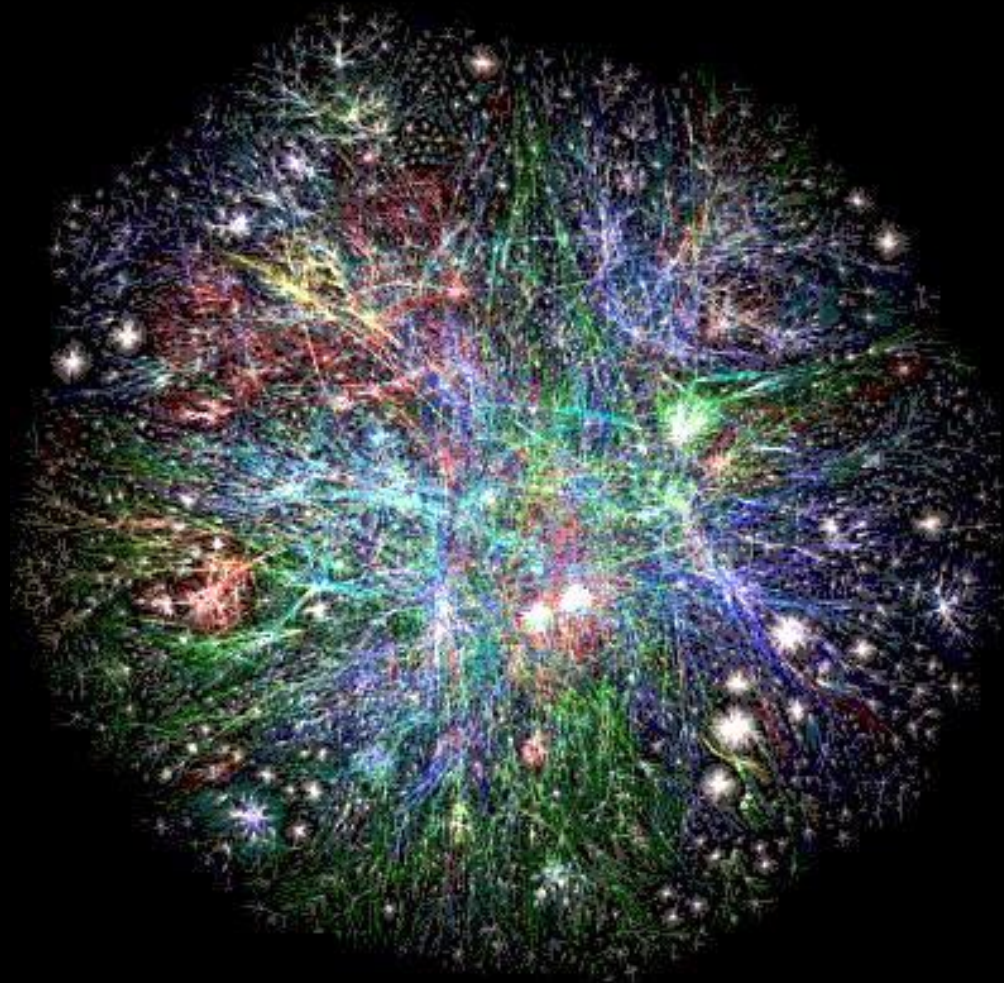


Ants, not machines.

Hmmm...

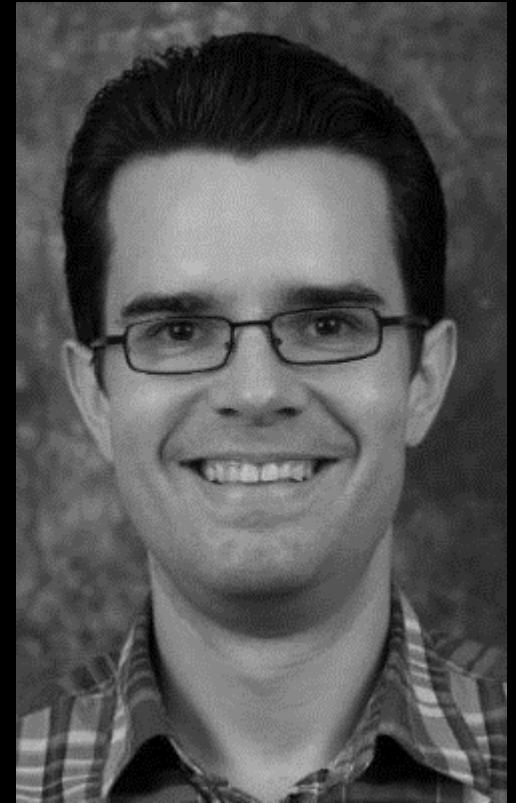
***What conditions can
effectively foster innovation?***

1. A powerful central mission and a loose central structure.



“I have neither the place, the time, nor the desire, to micromanage or make technical decisions for [my team].”

*Steve Urban,
Engineering Mgr. Netflix
August 2015*

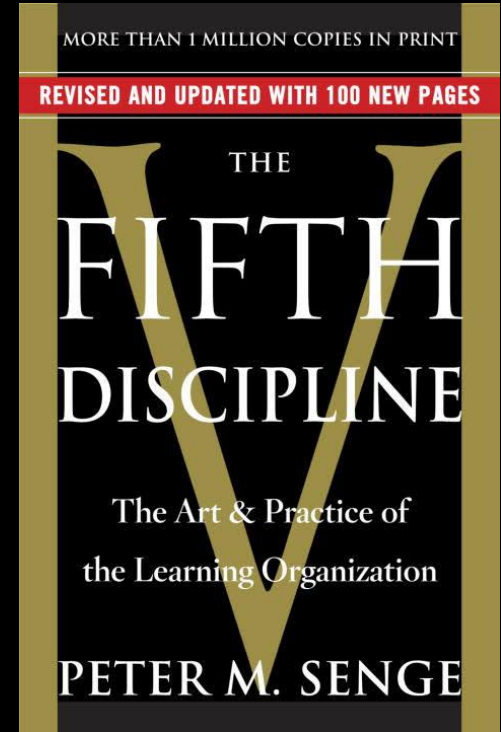


***2. Frequent interaction to
maximize learning***



“The only sustainable competitive advantage is an organization's ability to learn faster than the competition.”

*Peter Senge, MIT
Author, “The Fifth Discipline”, 2006*

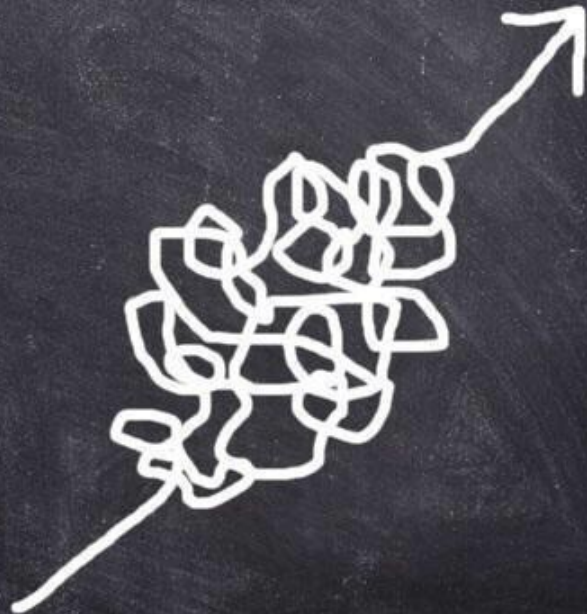


3. Constant experimentation

What People Think
Success Looks Like:



What Success Really
Looks Like:



“If everything we do succeeds, then we are failing, because it means we are not taking enough risks.”

*Deborah Bull
Director of Partners
King’s College, London*



***4. Freedom to look for the
next horizon***

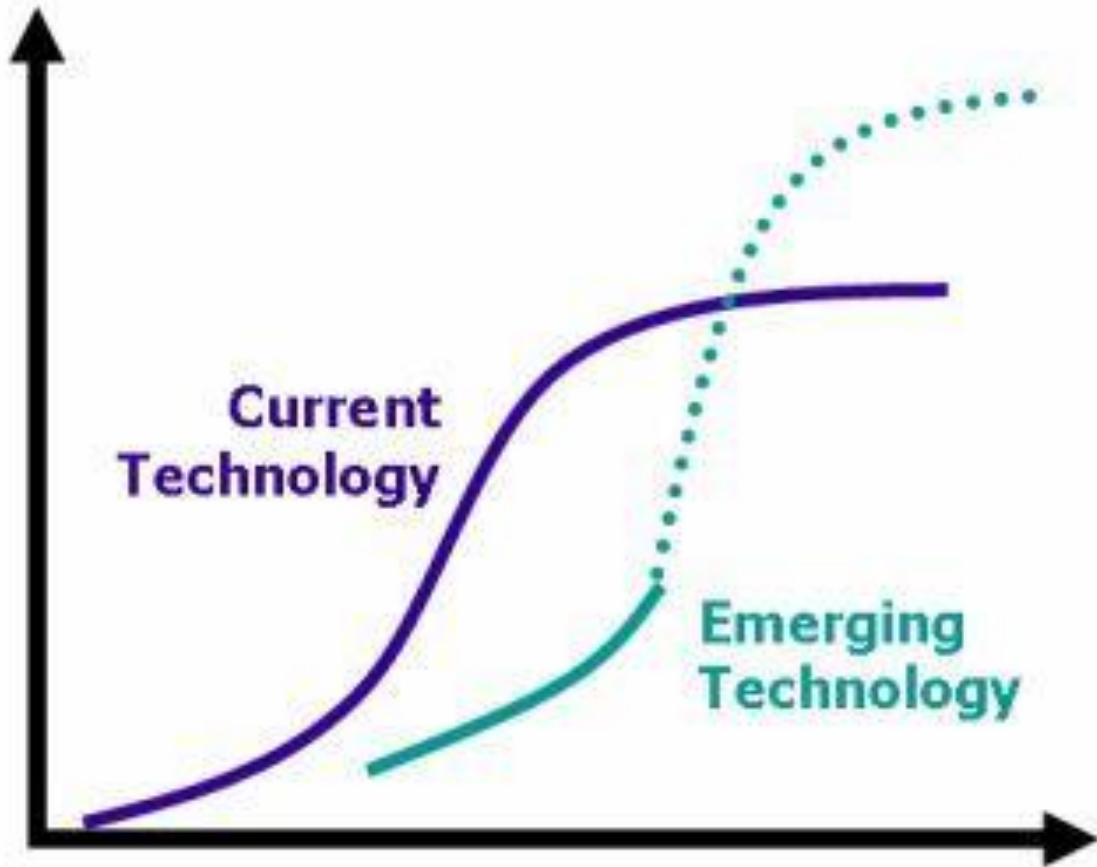


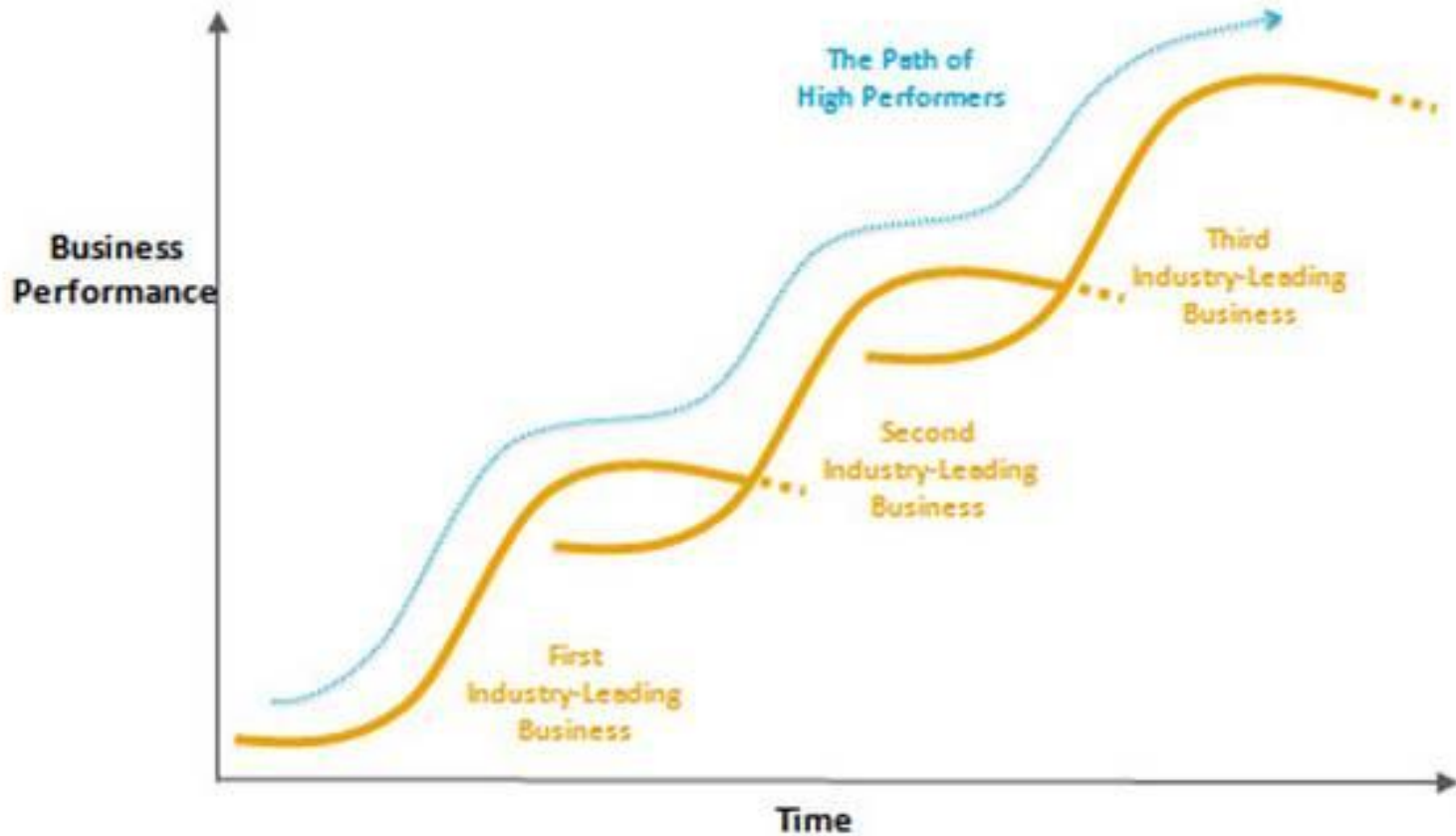
Growth

**Current
Technology**

**Emerging
Technology**

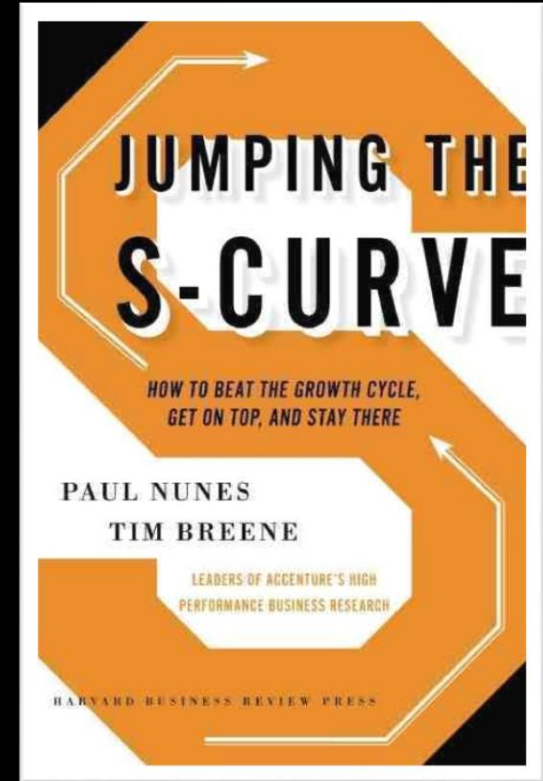
Time





“High performers use all kinds of means and methods to create strategy, using all of them at once in an apparently chaotic way.”

*Paul Nunes
“Jumping the S-Curve”, 2011*



So...

Summary

1. Central Mission, Loose Structure
2. Maximize Learning
3. Constant Experimentation
4. Look for the Next Horizon



“If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

Antoine de Saint-Exupéry
1900-1944



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<http://g.mamund.com/2015-11-apistrat-innovation>

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