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CHARLA

## Conversemos con...

Un entorno global competitivo ha llevado a la innovación a convertirse en un elemento importante de la estrategia de crecimiento corporativo. Las mejores prácticas de innovadores consistentemente exitosos muestran que la innovación requiere equilibrar la creatividad con la disciplina. Más específicamente, los innovadores exitosos tienen una cultura innovadora yuxtapuesta con un proceso de innovación sistemático. Esta conversación explora estos dos componentes para ayudar a aumentar las probabilidades de éxito de la innovación.

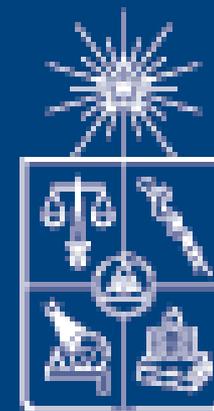


Expone:

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Esta charla será en inglés sin traducción simultánea



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# LEADING INNOVATION

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# Agenda

Introductions

Innovation Defined

Current State of Innovation

Innovation Drivers

Getting Started

## Introductions

Think for a minute and then share **1 word** that describes your organization's state of innovativeness.

## Reflections

Is this characteristic consistent across departments/buildings/...?

Is this the characteristic you want to have in your organization?

Does this support the achievement of your company goals?

## Why is innovation important?

The essential paradox of *leadership* is the ability to *do* and *dream* at the same time ... today, most managers are only *doing* ... that takes tomorrow for granted; too many leaders are neglecting to define and *create* it!

Jack Welch

# My Bias

Innovation is the *ONLY* strategy that provides long-term competitive advantage!



# Innovation Relevance/Challenges

How important is innovation for you?

How satisfied are you with your innovation efforts?

What are some challenges you face with respect to innovation?

How do we address these challenges [peer recommendations]



## Innovation Defined

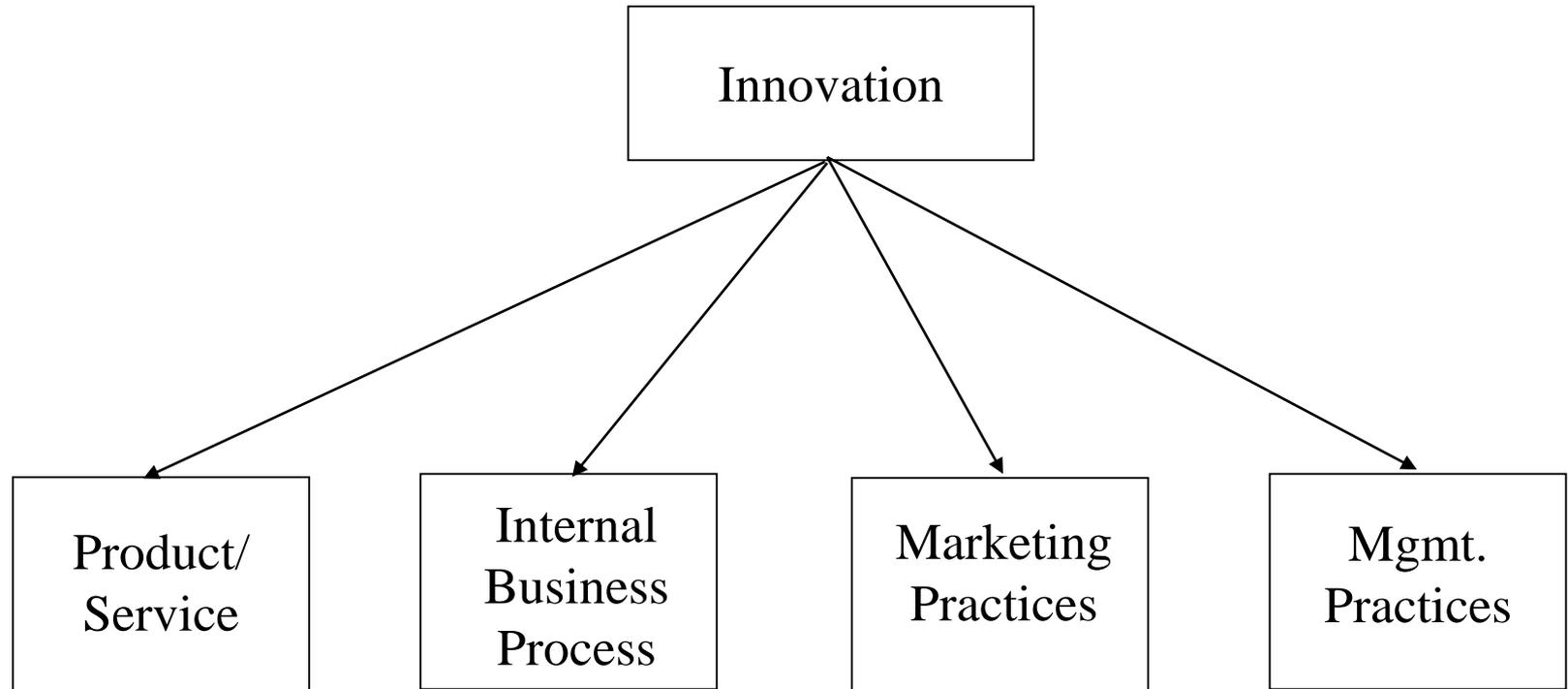
The introduction of something new.

The effort to create purposeful, focused change in an organization's *economic* or *social* potential.

<https://www.cbsnews.com/news/starbucks-feeding-america-eliminate-food-waste-perishables/>



# Types of Innovation



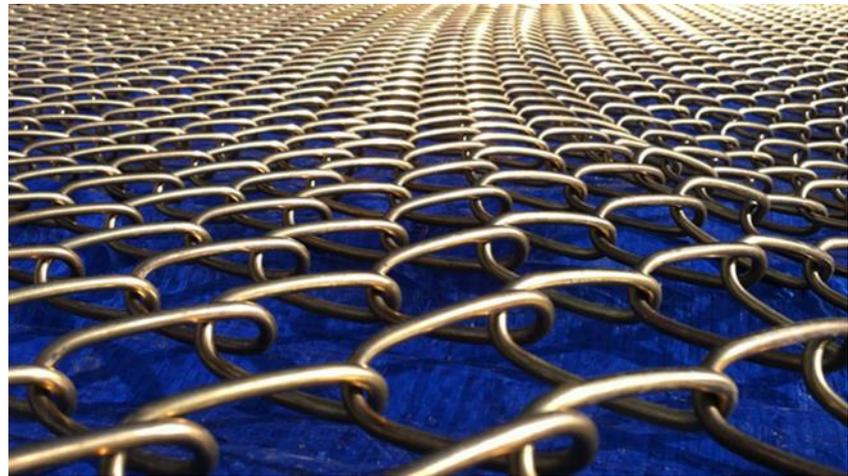
# Product/Service Innovation



# Internal Business Process Innovation



# Marketing Innovation



# Mgmt. Practice Innovation



We don't treat our employees like *criminals!*

*Contented* cows give more milk!

# Innovation Scorecard

Please evaluate your organization's performance on each of the following using a 5 point scale where 1= Poor and 5 = Excellent. Also, rate the importance of each activity for your organization on a 5 point scale where 1 = Not Important and 5 = Very Important.

	Performance	Importance
<b>Service /Product Innovation:</b>		
1. Constantly introduce new services/products		
<b>Internal Business Processes:</b>		
1. Continually innovate our internal processes		
<b>Management Practices:</b>		
1. Continually innovate our management practices		
<b>Marketing Practices:</b>		
1. Develop innovative approaches to market to customers		

# Innovation Scorecard

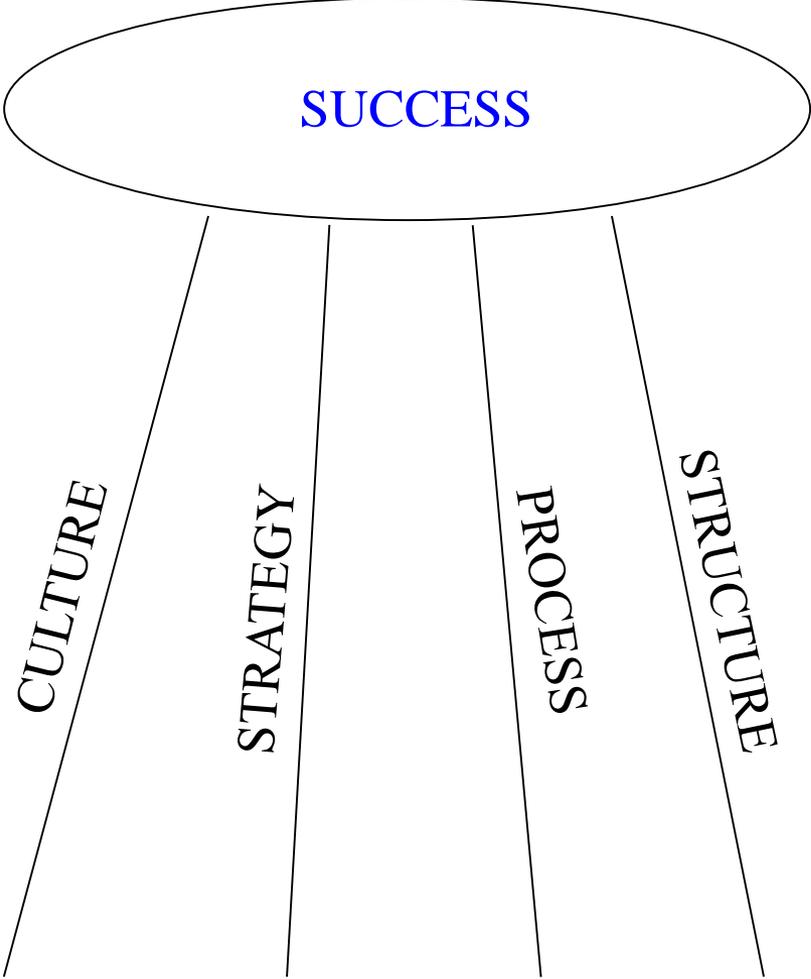
How do we fare?

Where are our greatest opportunities?

Collective take-aways/ recommendations?

You have to have a set of **necessary conditions** for innovation to occur!

Eric Schmidt



# Creating a Culture of Innovation

To succeed, companies need to see innovation not as something **special** that only **special people** can do, but as something that can become **routine** and methodical, taking advantage of the capabilities of **ordinary people**

A. G. Lafley

**Thought:** We *all* have a creative side

# Culture Defined

Why things happen the way they do in an organization

**Leaders** create cultures that determine the behaviors of people within them

**Thought:** Innovation flourishes in a culture that encourages it, one that embraces risks and wild ideas and tolerates the occasional failure.

# “Failure”



Explore, Experiment, Foul up sometimes  
Then repeat 😊

Fail early, inexpensively, gain new insights

Discover failure fast & abandon it quickly

**Thought:** Focus on learning not blame!

# Idea Time

Spend time **innovating** not **brownnosing**.

Put your energy into **finding** the **next big thing** rather than  
**milking** the **last big thing**

**Thought:** **15** minutes/day of idea time gives you **65 hours** a year!

# Hierarchy

## Office Space

Is it taken seriously?

What are the “rules”?

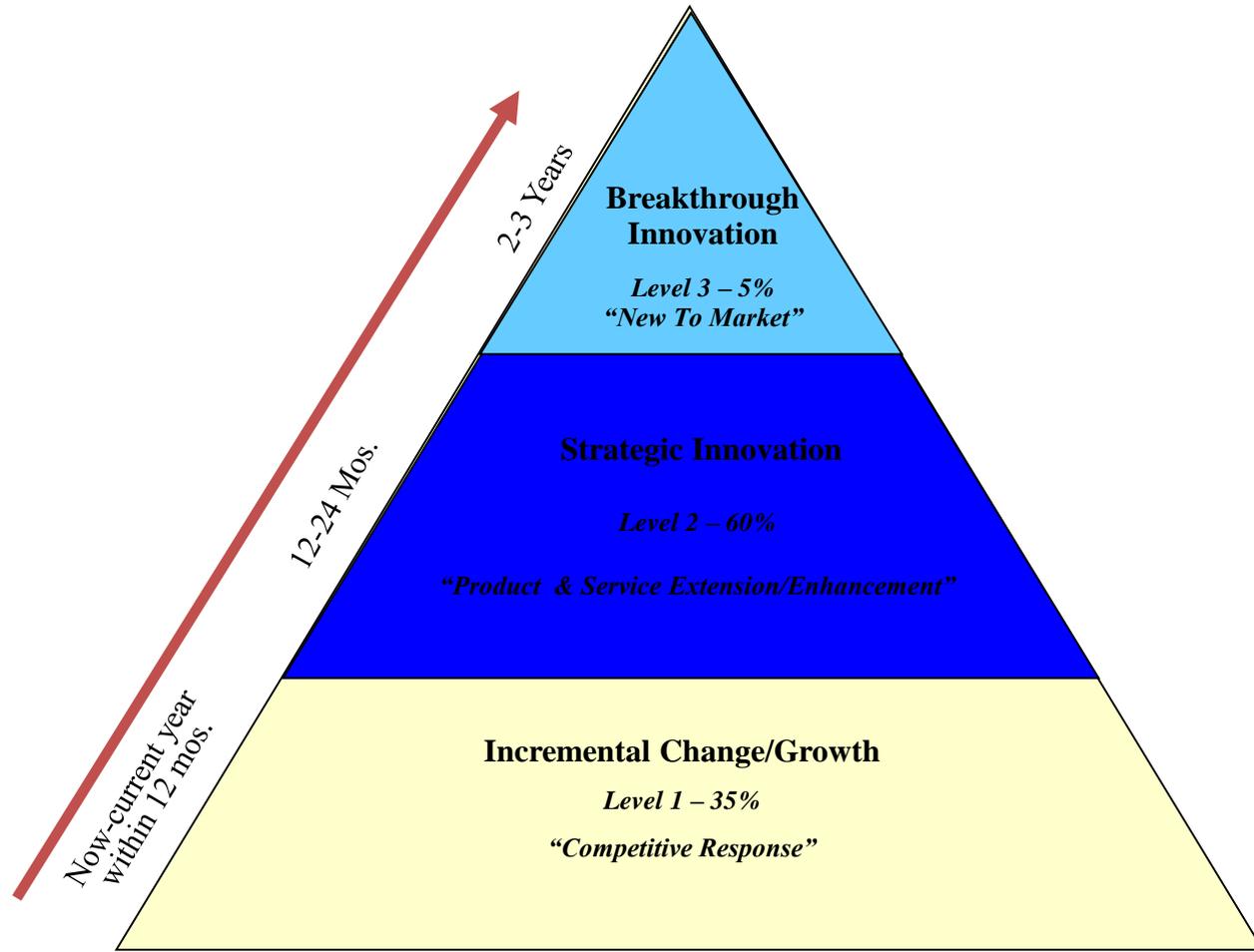
Does it encourage interaction?

Who gets a “room with a view”?

**Thought:** Hierarchy is the enemy of innovation!

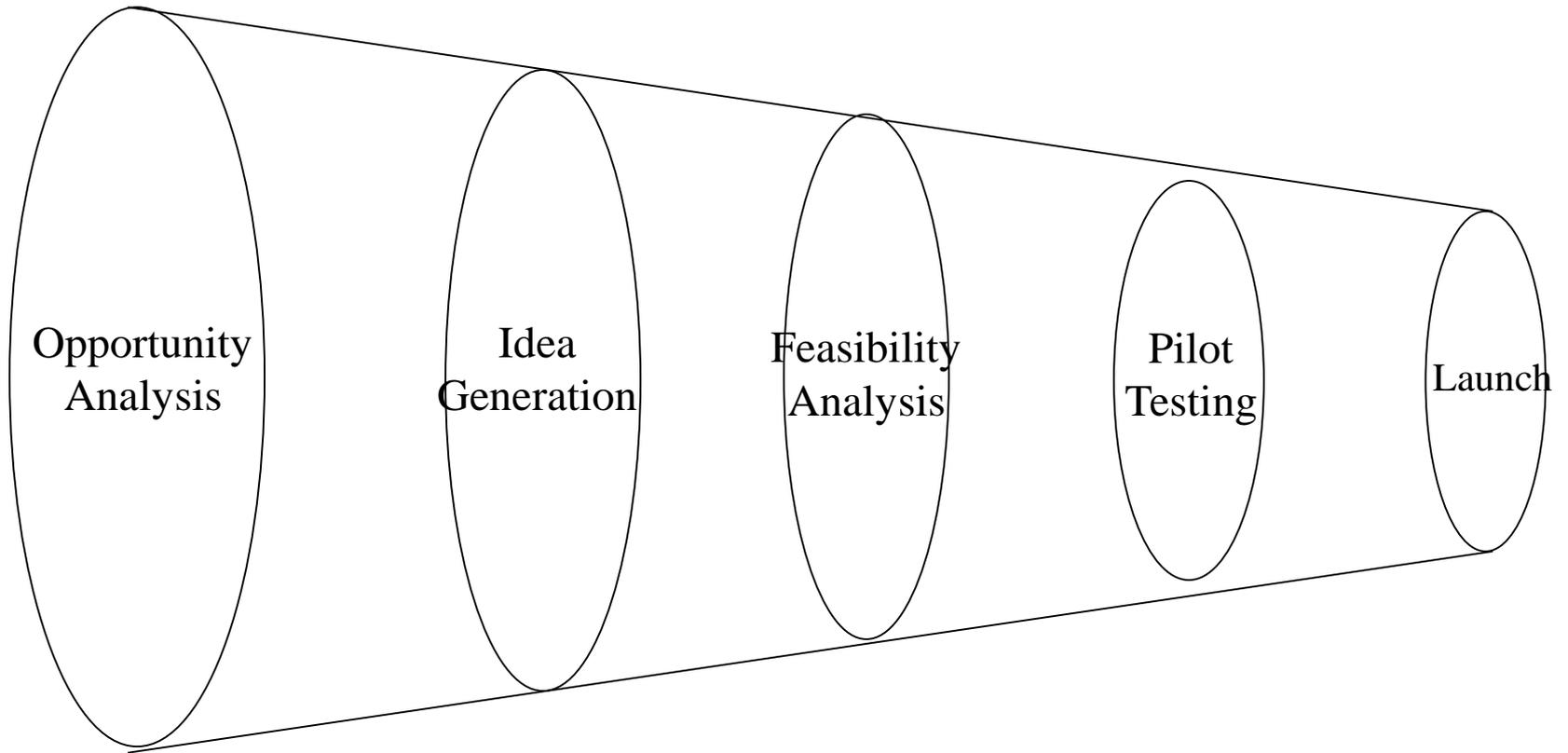
A healthy innovation system has a balanced mix of  
creativity and discipline!

# Strategy



- Level 1 & 2 are in direct response to VOC
- Level 3 would **create** new customer/client needs

# The Innovation Process



# Opportunity Analysis

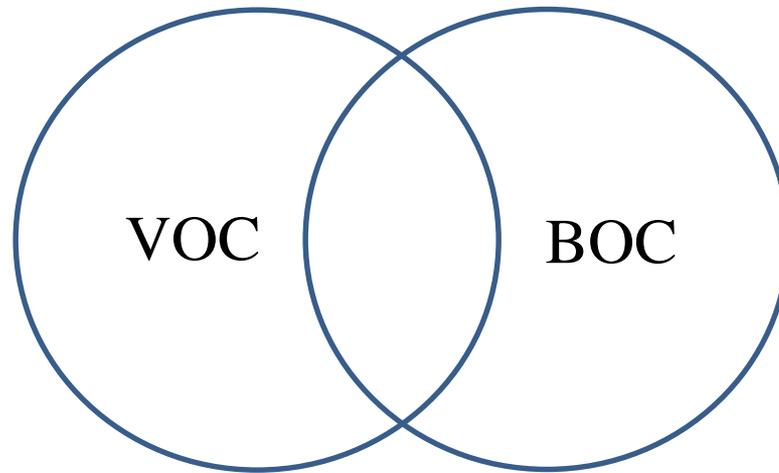
The innovation area where you had the biggest gap?

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# Idea Generation



**Thought:** If I'd listened to customers, I'd have given them a faster horse!

Henry Ford

If you're not in the **jungle**, you're not going to know the **tiger**!

# Feasibility Analysis

Is the opportunity **Real**?

Can we **Win**?

Is it **Worth** pursuing?

# Pilot Testing / Launch

Probe and Learn



# Structure

Passion for achieving the end result

Ridiculous deadlines

Irreverent and non-hierarchical

Diverse

Appropriate space [colocation]

Empowered

# Model It

Innovation is a **mindset** (commit to it)

It takes time – **persevere**

Have faith in the **process**

**Takeaway:** Take some idea time to observe, converse!

# Support It

## Resources

- What gets budgeted gets done

## Rewards and Recognition

- Motivate with rewards and incentives

## Manage “Failure”

- Encourage experimentation

**Takeaway:** The folly of expecting A while rewarding B!

## In Conclusion ...

Innovation is closer to a *science* than an *art*!

Success components:

Culture

Strategy

Process

Structure

*Remove any and we are likely to fail!!*

Thanks for the opportunity to **probe** and **LEARN!!**

Good luck on your innovation journey!!!