INVISIBLE ADVANTAGE MAP

Leadership

How leaders influence innovation through explicit decisions and subtle behaviors.

What can our leaders do to more explicitly promote innovation?

What symbols, stories, and assumptions should leadership reinforce?



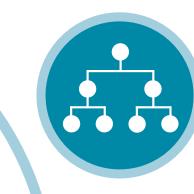
What tools and technologies can we use to engage people in the innovation process?

Capabilites and tools that allow employees,

external partners and customers to connect,

How can we best use technology to obtain external insights and ideas?

Innovation Intent



What current organizational structures and processes get in the way of innovation and need to be reinvented?

What structures and processes should be

People

Technology

share knowledge and innovate.

The mindsets and skillsets tied to creative thinking, generating new ideas, testing new concepts, and executing new opportunities.

> What mindsets and skill sets do we need to drive innovation?

What tools, frameworks, and resources can we provide to get greater levels of innovation?





Recognition

The formal and informal ways people are recognized and rewarded for innovation-related behavior and results.

> How can we formally recognize the type of innovation we want more of?

What formal and informal rewards can we provide that reinforce the value of innovation?

Structure & Processes

The formal and informal organizing principles, structures and processes that enable (or inhibit) collaboration and guide mindsets and behavior.

created to foster greater innovation?

Metrics



How can we best quantify and measure our innovation success?

What metrics can we use to inspire innovation-focused behavior?

STARTING POINT IDEAS

Leadership

- Define innovation portfolio
- Promote experimentation
- Tell innovation stories
- Identify and overcome "bad language"
- Identify and create new "innovation symbols"
- Provide sponsorship & implement this innovation map!

Structure and Processes

- Create Innovation Council
- Build Innovation Lab
- Create Cross-functional innovation teams
- Establish Internal innovation process
- Create "Open innovation" process for external ideas
- Promote "Customer Office Hours" sessions
- Promote monthly "brown bags" with external speakers
- Promote "Poster Sessions" for internal sharing
- Conduct idea competitions

Metrics

Define a portfolio of innovation metrics such as:

- Percent of funding for game changers versus incremental innovation
- Percent of senior executive time focused on the future versus operations
- Percent of new innovations that come from external sources like partnerships, crowdsourcing or open innovation
- Number of ideas turned into innovation experiments by employees
- Number of teams that submit projects for innovation awards
- Percentage of employees trained in the innovation process
- Number of customers that help test and refine new ideas Revenue from new products or services in last two years
- **Rewards and Recognition**

(formal and informal)

- Create quarterly or annual innovation awards
- Give free time as an award
- Give gift cards as an award
- Create an "Innovation Wall of Fame"
- Share success stories in newsletter or intranet
- Share success stories in meetings

People

- Recruit and staff teams with diverse mindsets & skill sets
- Provide innovation training
- Give people free time to experiment
- Promote networking lunches
- Create open meeting spaces
- Promote the innovators

Technology

- Launch an "Idea Management System"
- Provide "toolkits" with innovation models and templates
- Create intranet site for sharing tools, resources, and stories
- Create external site for sharing tools, resources, and stories
- Create "open innovation" platform for gathering ideas from customers and partners

© InnovationPoint LLC www.innovation-point.com