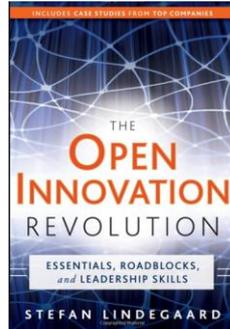


Stop Talking About Innovation!



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on corporate transformation,
digitalization and innovation.

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Four global megatrends drive business today: Everything moves faster, everything will be connected, knowledge is transparent and disruption hits harder and faster.

Stop talking about innovation!

10400 E

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INNOVATIONS
Since 1938.



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How do you understand innovation? What does it mean to you?
What is the corporate understanding of innovation?

lightweight.
Flexible.
TOUGH.



Designing
INNOVATIONS
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The language of innovation and how people understand the term is vague and fuzzy at best; dangerous at worst. This can cripple organizations.

Name three companies to envy for their perceived culture of innovation!

Pint, please

A pub-style lounge in Dublin, Ireland



Here's to the
crazy ones.

The round pegs in the square holes.
The ones who see things *differently*.
They're not fond of rules.

You can *quote* them,
disagree with them,
glorify or *vilify* them.

Because they *change* things.
They push the human race *forward*.

And while some may see them
as the crazy ones, *we see genius.*

Because the people who
think they can *change* things

Moving at the speed of science.

3M is proud to help all drivers compete at a higher level. We're especially excited to sponsor Jeff Gordon and Team 24.

SEE THE SCIENCE OF SPEED

You can't copy Apple, Google and 3M. It does not make sense to talk about an innovation culture!

Ideas so far

Search Ideas 

PRODUCT IDEAS

- 45,115 [Coffee & Espresso Drinks](#)
- 6,223 [Frappuccino® Beverages](#)
- 13,062 [Tea & Other Drinks](#)
- 22,394 [Food](#)
- 11,014 [Merchandise & Music](#)
- 23,049 [Starbucks Card](#)
- 5,629 [New Technology](#)
- 14,221 [Other Product Ideas](#)

EXPERIENCE IDEAS

- 11,555 [Ordering, Payment, & Pick-Up](#)
- 21,911 [Atmosphere & Locations](#)
- 14,486 [Other Experience Ideas](#)

INVOLVEMENT IDEAS

- 6,576 [Building Community](#)
- 11,112 [Social Responsibility](#)
- 6,588 [Getting ideas and working with them in the early stages is the easier part. The execution is what really matters. We have begun the transition phase.](#)
- 2,130 [Getting ideas and working with them in the early stages is the easier part. The execution is what really matters. We have begun the transition phase.](#)



Most Recent Ideas

- 30 Min(s) Ago [Having coming across Starbuck's as to nothing is out of bounds, when i...](#)
- 30 Min(s) Ago [Having coming across Starbuck's as to nothing is out of bounds, when i...](#)
- 30 Min(s) Ago [Having coming across Starbuck's as to nothing is out of bounds, when i...](#)
- 1 Hour(s) Ago [platinum level membership](#)
- 2 Hour(s) Ago [For: Starbuck employees at the register, etc.](#)
- 2 Hour(s) Ago [For: Starbuck employees at the register, etc.](#)

Getting ideas and working with them in the early stages is the easier part. The execution is what really matters. We have begun the transition phase.

📁 "Chief Technology Officer" ✕

📍 United States ✕

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289 "Chief Technology Officer" jobs

Any Time ▾

Chief Technology Officer



Aethercomm

Carlsbad, California · 13d

Aethercomm, Inc. a leading edge RF amplifier... engineering leader. The **Chief Technology Officer**...

Chief Technology Officer



Entrust Datacard

Shakopee, Minnesota · 7d

Chief Technology Officer (CTO... **Technology Officer** (CTO) will report to the CEO...

Chief Technology Officer



VGL Group Jaipur

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..., then become the **Chief Technology Officer** (CTO... of information **technology** to support achievement...

Chief Technology Officer



Royal Canin

Saint Charles, Missouri · 21d

...with RC objectives. Effective delivery of **technology**... in computer science, information **technology**...

The role of the CTO has changed as real value creation no longer is centered around technology or product itself. Services, processes and business models are key. The internal power needs to shift.

Disruption hits harder and faster.



Disruption hits much harder and much faster than ever before. You can't plan for disruptive or radical innovation, but you can be sure you will be disrupted.



What are the most important elements to master with regards to disruption?

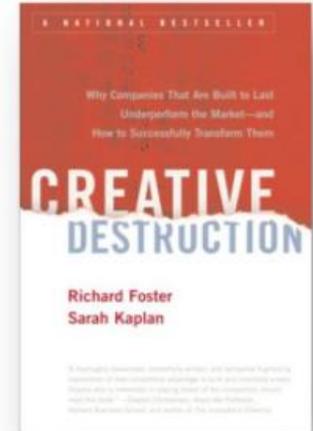


1. Internal setup (right conditions, frameworks, remove obstacles)
2. Market approach
3. Offensive as well as defensive approach

Focus on corporate transformation and digitalization – or die!

Executive Summary

Lifespans of top companies are shrinking, according to an Innosight study of the S&P 500 Index



- *61-year tenure for average firm in 1958 narrowed to 25 years in 1980—to 18 years now.*
- *A warning to execs: At current churn rate, 75% of the S&P 500 will be replaced by 2027.*
- *To survive and thrive, leaders must “create, operate, and trade”— build new divisions and trade mature ones at the pace and scale of the market without losing control of their company. Few companies have been able to do so over the longer term.*
- *Innosight Lead Director Richard N. Foster, co-author of Creative Destruction and author of Innovation: The Attacker’s Advantage, discusses his most recent analysis of the turnover of the S&P 500.*

Why does transformation matter? Stay relevant, survive and prosper!

The Chinese electrical goods maker beloved of business schools has yet another radical shift in mind, writes Andrew Hill

Zhang Ruimin has many of the attributes of a leader of the new corporate China. He has a deferential entourage, a willingness to make vision-much-cited morality tale from the early days of Haier the white goods company staff to drag 76 faulty fridges on to the street and smash them to pieces with sledgehammers, sending a strong signal of the group's commitment to quality.

But his latest radical plans to transform the management structure of Haier are pursued to their logical end point, Mr Zhang will not be giving the orders any more.

Asked if he will put himself out of a job if he pursues the decentralisation of Haier, Mr Zhang is silent for 20 seconds before he responds, through an interpreter: "If one day companies no longer exist, CEOs will also disappear. But I believe organisations will still exist and there may be some role for a person to design the way organisations work and how they grow. Maybe my title can be changed to something like 'designer for the organisation'."

The 66-year-old, an avid student of western management models, has already run through several designs for the manufacturer of electrical goods he has headed since 1984. That was when the young municipal official took charge of the city of Qingdao's fridge factory. Haier now generates Rmb200bn of revenue, has listed subsidiaries in Shanghai (Qingdao Haier) and Hong Kong (Haier Electronics) and has become one of China's most analysed companies. It is lauded by Gary Hamel, among other management thinkers, and has been written up in 17 Harvard Business School case studies since 1998.

But no sooner do staff, management scholars and authors think they have understood the blueprint Mr Zhang is working from, than it is torn up and redrawn. Bill Fischer, a professor of innovation management at IMD business school in Lausanne, co-wrote Re-



After 17 Harvard case studies, Haier starts a fresh spin cycle

Its 20 platforms include its "diet ecosystem" (based around smart fridges), its "atmosphere ecosystem" (air conditioners and purifiers) and Gooddaymart Logistics, a distribution network that is the key to fulfilling the company's promise that it can deliver anywhere in China within 24 hours. Gooddaymart operates independently, in partnership with Alibaba, the e-commerce group, distributing goods for Haier's competitors as well as its original parent. It works through some subcontracted "vehicle micro-enterprises" (truck-owners, in other words).

Mr Zhang has absorbed and put into action the maxim of Peter Drucker, whom he reveres, that the purpose of

From world to web

Almost from the outset, Haier aspired to be a multinational. Its

business is to create and keep a customer. At the Global Peter Drucker Forum, a conference held earlier this month in honour of the late management thinker, he made clear he wanted to go further. He says the arrival of the internet makes it vital to free Haier to respond directly and at speed to users' demands, and to customise goods that others mass-produce.

One entrepreneurial team, calling itself iSee Mini, uncovered a market for televisions that projected the image on to the ceiling so pregnant women could watch more comfortably. China Daily recounted recently that another part of the group had supplied a loving son in Hefei with an air-conditioner for his calligrapher father, embossed with his dad's favourite phrase — "God Rewards the Diligent".

Ten years ago, Mr Zhang's job was to study the market, develop strategies, hold meetings with his managers and follow up to check they had imple-

'Designer for the organisation': Haier CEO Zhang Ruimin feels his job title might need to be changed
Lindsay Whipp

ing a lot of risks," Mr Zhang responds. Is it a gamble? He laughs and there is another long pause: "When faced with a huge challenge, you can choose to just sit there, but the only result is that you're going to die. We think it's a better choice to fight... So you could say that this is a gamble, but we have a determined direction, and that's what makes it different from other gambles."

On the one hand, Haier could slip back into more conventional ways. The longstanding dominance of sclerotic state-owned enterprises means it is hard to sustain innovative management structures in China. "Recidivism is quite a powerful force," agrees Prof Fischer. "But at Haier you have younger entrepreneurs who don't have state-owned enterprise mentality."

On the other hand, having split existing units into potentially less-efficient pieces, and given up traditional levers of corporate power, Haier's experiment

Don't talk about innovation. Focus on how you can transform your company based on values, assets, partners, threats and opportunities.

run the next production or design project. Haier now wants to break down even these basic building blocks.

In its home country, the group is reinventing itself again as a set of open

now "our ultimate goal. Our goal is to become... a company that can seize the opportunity" of the internet.

As for the platform approach, he

The chief executive says he now devotes himself to "ensuring our organisation is open to outside resources". Haier itself, while still providing some central services such as accounting,

ni zhang says "we don't think they're radical enough".

Haier's chief executive concedes that culture change is his "biggest headache" and has been hard for some staff — or ex-staff — to accept. He points out that

faces a
comme
taxis.
Why
suitab
com

The writer this week won the Editorial Intelligence business ethics commentator of the year award
michael.shapinker@ft.com
Twitter: @Shapinker

erotic fiction but Marianna Dyson's inside account of her time as a Nasa flight controller, drawn from her diaries and the agency's weekly activity reports. She overcame a modest start in life, including her parents' divorce and ensuing penury, to gain a degree in physics. She then set about securing the space career she had coveted since John Glenn's orbit of the earth in 1962.

Lacking a PhD, Dyson taught herself computer programming and Russian. A job with a Nasa contractor in 1978 led to that dream-of-phone call. The agency, preparing for the first flight in the space shuttle programme, had been encouraged to employ women and so, a year later, she was in the Mother Ship.

There is plenty here to divert both the business reader and the space buff. Everything that happened

critical, and her detailed descriptions of imagined disasters, such as a fire on board, provide insight on how Nasa methodically stress-tested scenarios

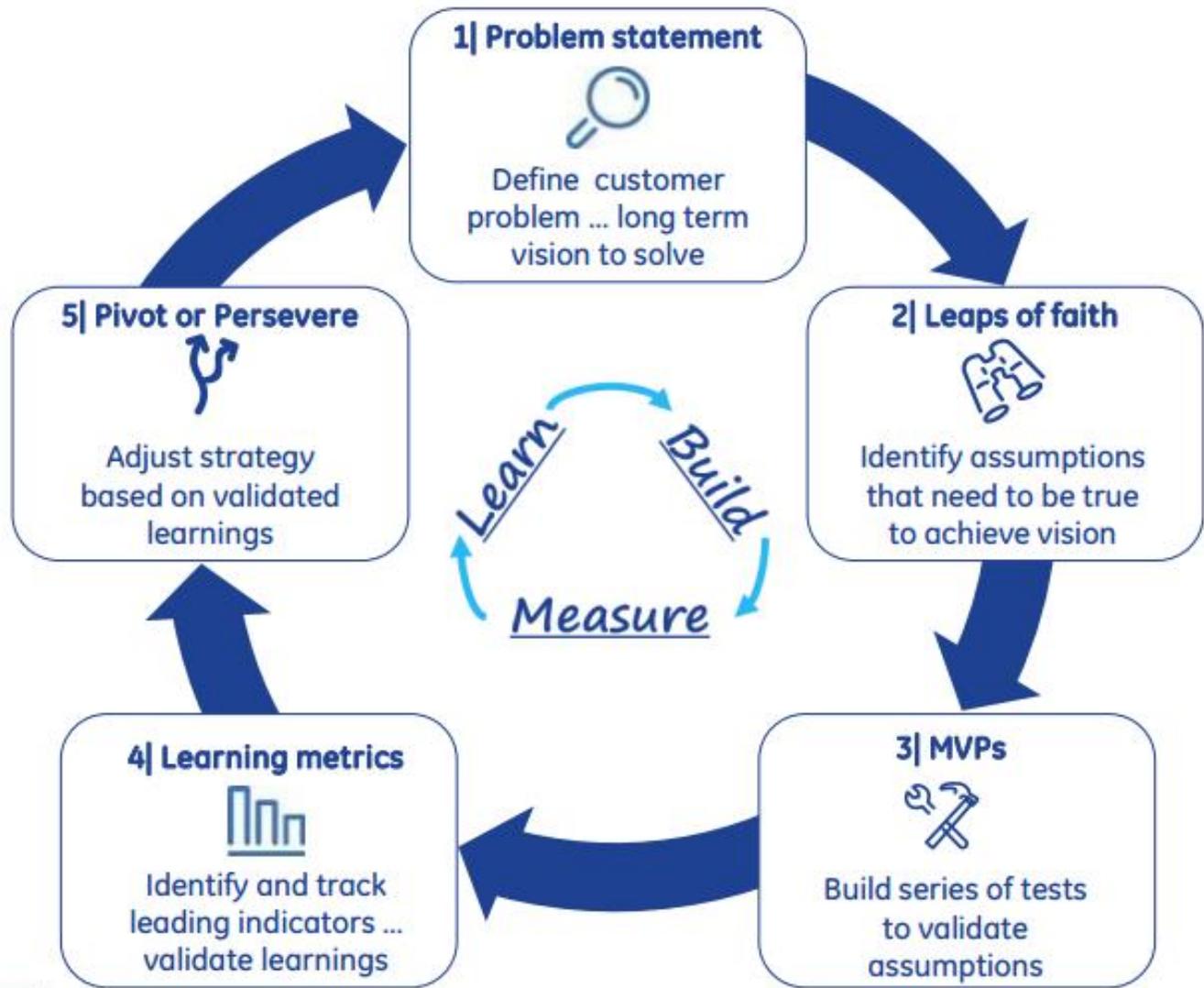
The riff
Periods and

LINDSAY WHIPP



Sex sells. Blood s movies. But put t together in their natural state — menstrual cycle becomes probl least this is whi

The US start has developed knickers that tampons-wor initially met r tried to get approved for





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January 14, 2016 6:02 am

Future farming relies on new technology

Scheherazade Daneshkhu

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Drone potential: sheep farming by quad bike is neither time nor fuel efficient

In the blue skies above a livestock farm in New Zealand, a drone flies over flocks of sheep. In the office below, Neil Gardyne, the family farm's owner, uses the images to identify ewes that are having trouble lambing or newborns that have become separated from their mothers, known as cast sheep.



The organizational structures need to change. They are not build for the upcoming challenges and opportunities and we need to experiment much more on what will work the best for the future of business.

Co-create a new world of home appliances.

FirstBuild is an online and physical community dedicated to designing, engineering, building, and selling the next generation of major home appliances. [Sign up today](#) to bring your innovations to market at unprecedented speed.

GET STARTED



Make Us A Drink Challenge

Five drinks have been chosen as the best submissions in the Make Us A Drink challenge! In no particular order, the finalists are...

[View Top 5 >](#)



ChillHub

The only fridge as smart as you. With USB power, a WiFi mobile app and seamless SDK integration, you can create USB devices that extend the function of your fridge.

[Check It Out >](#)

Strong organizations do four things very well: They listen, adapt, experiment and execute better than their competitors.

On this one we are with Bud Caddell:

THERE IS NO DIGITAL STRATEGY JUST STRATEGY IN A DIGITAL WORLD

How do you get started? What is the right structure? Experiment!
A hint: Go all in on digital!

Work with the unusual suspects – internally as well as externally.

What is open innovation / external collaboration?

“...a philosophy or a mindset that they should embrace within their organization.

This mindset should enable their organization to work with external input to the business processes just as naturally as it does with internal input”

Open innovation as a term will disappear in 5-7 years!

7 Steps for Open Innovation

1. Common Language and Understanding, Motivation, Mandate and Strategic Purpose
2. Assets and Needs
3. Value Pools and Channels
4. Internal Readiness
5. External Readiness
6. New Skills and Mindset
7. Communications Strategy

Get the free book on 15inno.com – let's have a session later!



Supplier-Enabled Innovation (SEI) has the potential to revolutionise what chief procurement officers and their functions do, while, at the same time, provide a significant competitive boost to the organisations they serve.

The concept, at least, is simple. By tapping into the capabilities and innovations of the supplier community, procurement is able to dramatically increase the volume of research and development work being done on behalf of their organisations. Internal stakeholders who are looking for solutions to relevant problems, or who are busy trying to gain market share, should be tapping into this asset regularly and systemically.

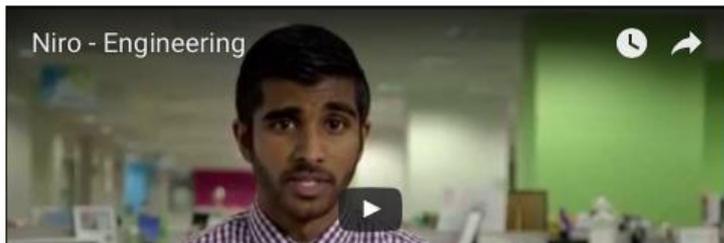
They rarely do, and if they do it's far more likely to be ad-hoc, one-off engagements which are embarked upon to solve a particular issue at a particular point in time. Procurement, however, has a significant opportunity to become the orchestrator of this activity, putting in place the required processes and tools that allow their organisations to remain permanently

plugged in to innovations that emerge from the supplier ecosystem.

External collaboration can only reach it's full potential when all business functions get involved. Go beyond products and technologies; solve challenges, but don't forget to pursue opportunities.

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Engineering at P&G is a well-oiled machine. Day after day, we're innovating new products and driving cost-efficient solutions. Here, you'll play a part in designing all the bells and whistles (and expert technology) to make our multimillion-dollar machines, plants and work processes that make our products. You'll improve the capability, safety and productivity of all our

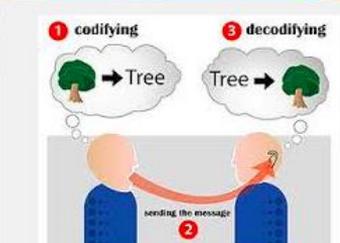
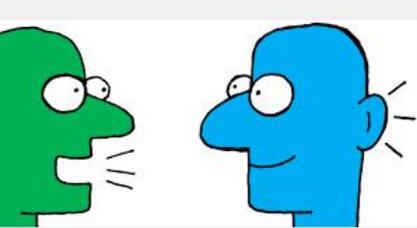
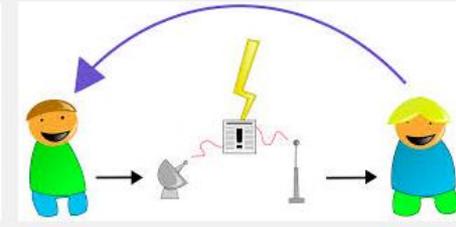
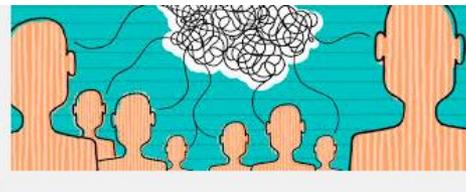
How many of you know the story of C+D?

Learn to communicate better and differently –
or fail!

A

Arcadia Communications Lab is a global collaborative solely focused on helping established businesses get value from communicating about innovation.

If you want to change the perception inside your organization, the outside voice is the most important.



What is communication today?



1. Traditional communication (intranets, websites, PR)
2. Stakeholder management and networking
3. Social media

Focus on people and upgrade their mindset
and skills!

The Highest Ranked BUSINESS SCHOOLS



2014 RANK	BUSINESS SCHOOL	LOCATION	2013 RANK
1.	Harvard University	Cambridge, MA	1.
2.	MIT Sloan School of Management	Cambridge, MA	2.
3.	Stanford University	Stanford, CA	3.
4.	Yale University	New Haven, CT	4.
5.	University of Chicago (Booth)	Chicago, IL	25.
6.	Columbia University	New York, NY	4.

THE SURVEY

Nearly 10,000 Business Insider readers voted in our survey on the World's Best Business Schools. Respondents rated the reputation of the graduates

Strong change teams know they can't do it by themselves; they become facilitators and integrators. Education is a key objective.

relevant data shared with us by our respondents:

Chart by BusinessInsider

Who should be trained as value creators and corporate transformers?

- The team itself
- Employees
- Managers
- Executives
- Key external stakeholders

Guess what the most important group is – and also the most neglected one...?

Perceptions and mis-perceptions

- The executives say we know what digital and innovation is and how to make it work in our organization. It's the employees that do not execute.
- Employees say our leaders do not know how to set up the right processes and conditions for innovation to happen.

This brings us to an important question...

What is the real problem?

- We need to educate our executives on transformation, digitalization and innovation!

or

- We need to make our executives realize that they have a problem with regards to this change!

Two different situations; two different approaches – although tied together...

Barriers for educating your executives

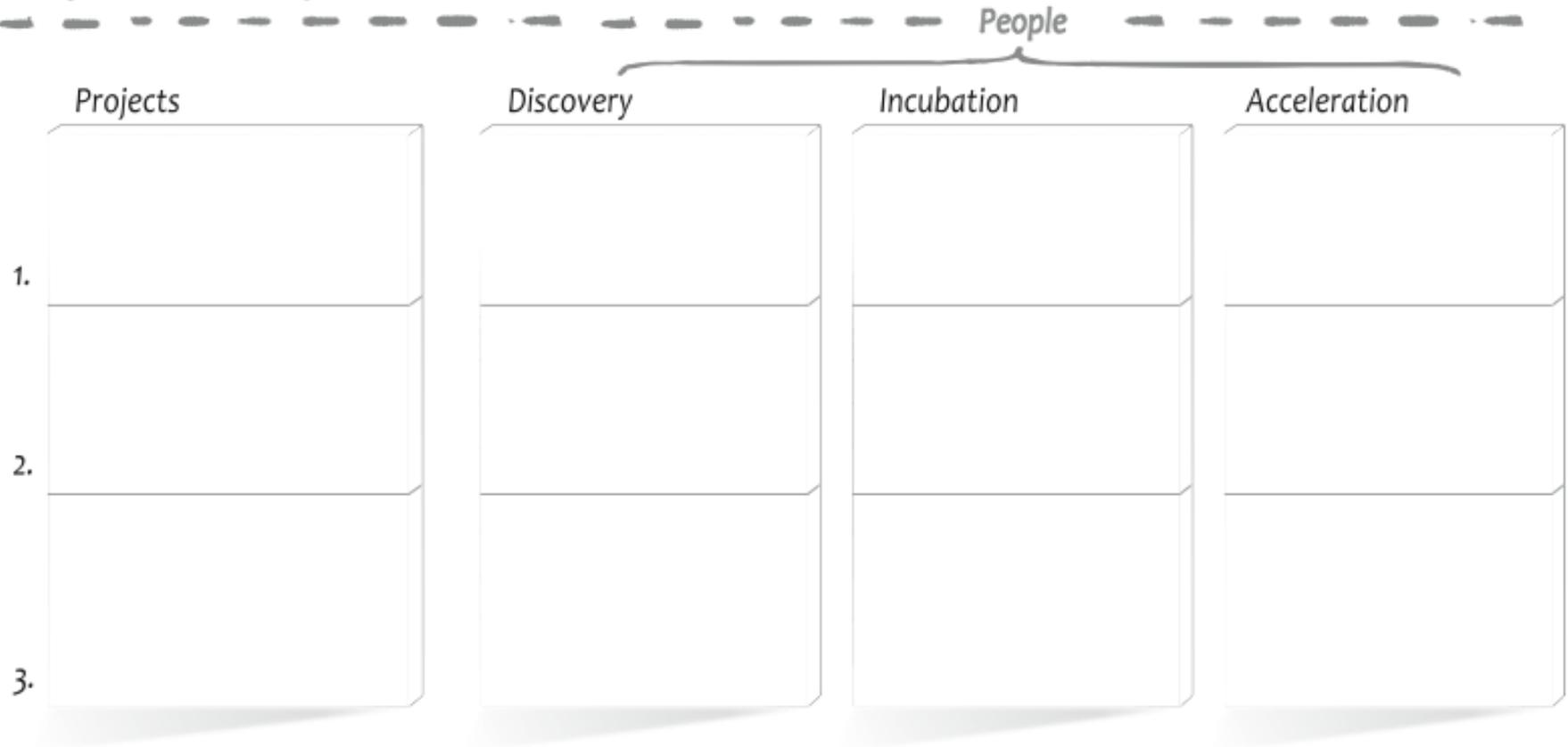
- Lack of training for new mindset
 - at school and at work
- Very busy people with “healthy” egos
- They don’t listen to employees nor consultants
- They are not likely to question the skills and mindset that got them to the top
- Too focused on the short-term perspective

What can be done? Another day for this.



People first, processes next, then ideas. The key for execution is people – don't focus too much on ideas and projects.

People and Projects



Thoughts on creating people pools:

Why: _____

Discovery – Incubation – Acceleration: Have the right people for the right project at the right time in the right context. Build people pools, not just project pools.

The TBX model or why
middle managers stop...

...innovation just by doing their job!

- T (Top Down): Get executives onboard, personally committed to innovation. Without executive support, no change occurs
- B (Bottom Up): Value creation begins with people, one by one, team by team. Nothing happens unless you get employees engaged
- X (Across): Middle managers get the job done (for good and bad) – set the right objectives and incentives!

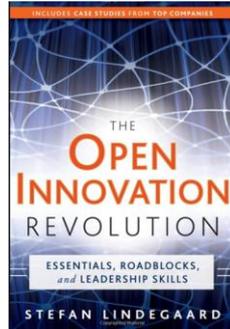
Everyone ask themselves a very simple question: What's in it for me?
- know the answer before you start your initiatives.

A CFO is wary about investing in the training and education of the employees.

He asks the CEO: "What happens if we invest in developing our people and then they leave the company?"

The CEO is a bright person and replies: "What happens if we don't and they stay?"

Stop Talking About Innovation!



STEFAN LINDEGAARD 

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