

INNOVATION

& LIFE

“To grow, companies need to break out of a vicious cycle of competitive benchmarking and imitation.” —

**W. Chan Kim & Renée Mauborgne, “Think for Yourself —
Stop Copying a Rival,” Financial Times**

What makes God laugh?

People making plans!

What makes me laugh?

“Gurus” (and once-famous CEOs) **giving LLLS** (logical linear lectures) **on “systems”*** of innovation!

* especially with lots of charts and graphs and Greek mathematical symbols and little tiny numbers

. Innovation is **MESSY**
to the extreme.

The “5Ps” of Innovation Success:

Peeved [with the existing]

Passion

Pals

Politics [Political skill]

Persistence

INNO TACTICS

“Acquisitions are about buying market share. Our challenge is to create markets. There is a big difference.”

—Peter Job, former CEO, Reuters

Characteristics of the Primary Job of “Also rans”*

“Minimize risk”

“Respect the chain of command”

“Support the boss”

“Make budget”

***Fortune, article on “Most Admired Global Corporations”**

do things.

***“We have a ‘strategic plan.’ It’s called
doing things.” — Herb Kelleher***

drill.

“This is so simple it sounds stupid, but it is amazing how few oil people really understand that

you only find oil if you drill wells. You

may think you’re finding it when you’re drawing maps and studying logs, but you have to drill.”

Source: The Hunters, by John Masters, Canadian O & G wildcatter

try things.

“We made mistakes, of course. Most of them were omissions we didn’t think of when we initially wrote the software. We fixed them by doing it over and over, again and again. We do the same today. While our competitors are still sucking their thumbs trying to make the design perfect, we’re already on prototype version

#5. *By the time our rivals are
ready with wires and screws, we are on version*

#10. *It gets back to planning versus acting: We act from day one;
others plan how to plan—for months.* —Bloomberg by Bloomberg

SERIOUS PLAY

Culture of Prototyping

“Effective prototyping may be the most valuable core competence an innovative organization can hope to have.” —Michael Schrage

Think about It!?

Innovation = Reaction to the Prototype

“You can’t be a serious innovator unless and until you are ready, willing and able to seriously play. ‘Serious play’ is not an oxymoron; it is the essence of innovation.”

—Michael Schrage, *Serious Play*

Learn not to be TOO careful.

**“FAIL, FAIL AGAIN. FAIL
BETTER.”**

—Samuel Beckett

***“If people tell me
they skied all day and never fell down, I tell
them to try a different mountain.”***

—Michael Bloomberg

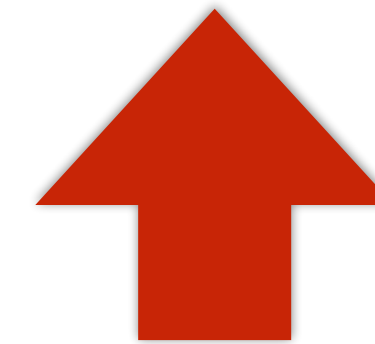
Read This!

Richard Farson & Ralph Keyes:

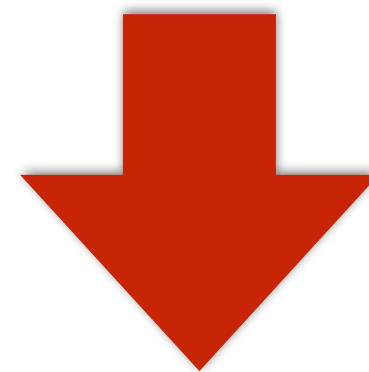
**Whoever Makes the Most Mistakes
Wins: The Paradox of Innovation**

A REFLECTION OF MY EXPERIENCE

***Go on offense.
Give everybody a shot.
Decentralize.
Try a bunch of stuff.
Make it up as you go along.
Get some stuff wrong.
Laugh a lot.
Get some stuff right.
Become a "success."***



***Extract "lessons learned" or "best practices."
Thicken the Book of Rules for Success.
Become evermore serious.
Enforce the rules to increasingly tight tolerances.
Go on defense.
Install walls.
Protect-at-all-costs today's franchise.
Centralize.
Calcify.
Install taller walls.
Write more rules.
Become irrelevant and-or die.***



No try. No deal.

“Intelligent people can always come up with intelligent reasons **to do nothing.”** —Scott Simon