# Systematic Innovation Building A Sustainable Sense Of Progress



Some of our clients:





corus





Lilly



















BEKAERT





RESMED

MGI COUTIER

#### **GlaxoWellcome**









**NEW HOLLAND** 



Dulux

**DEC4THLON** 



























































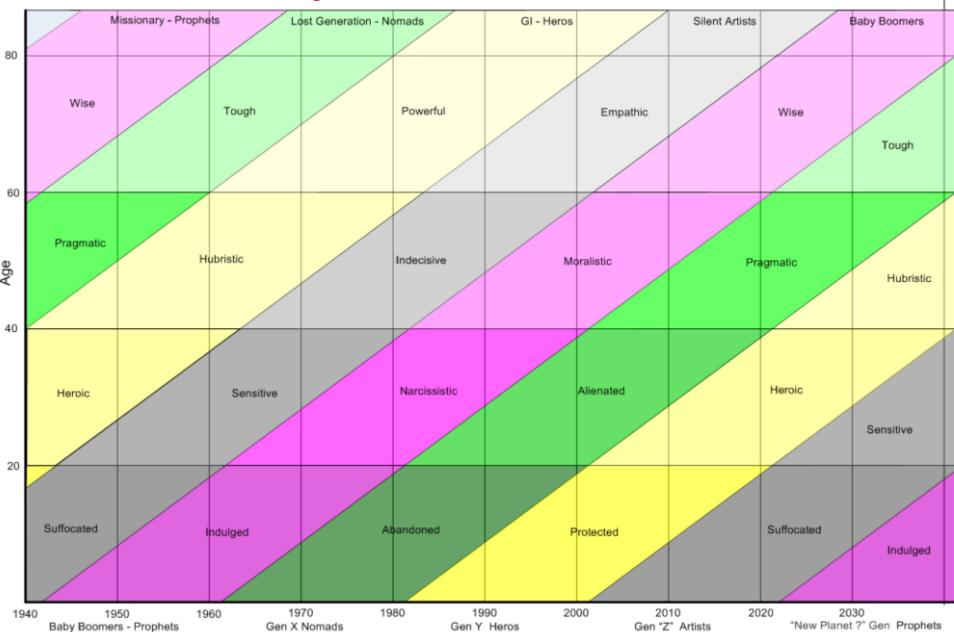






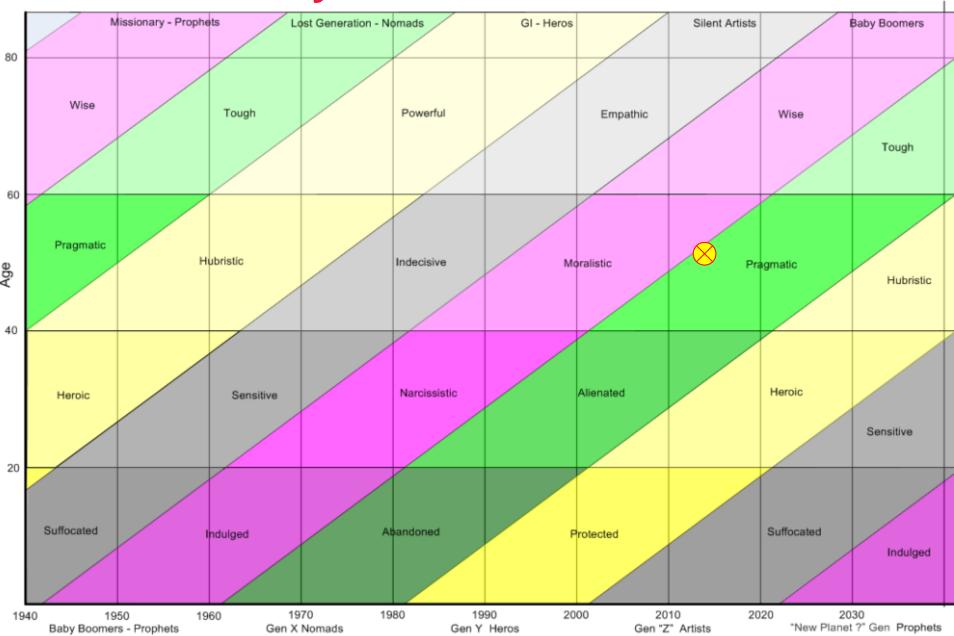


# **Generational Cycles**



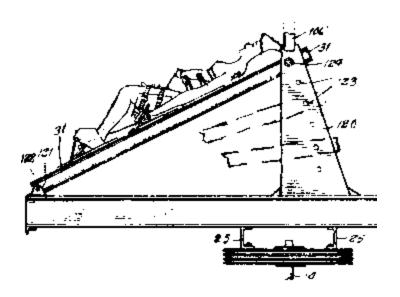


# **Generational Cycles**



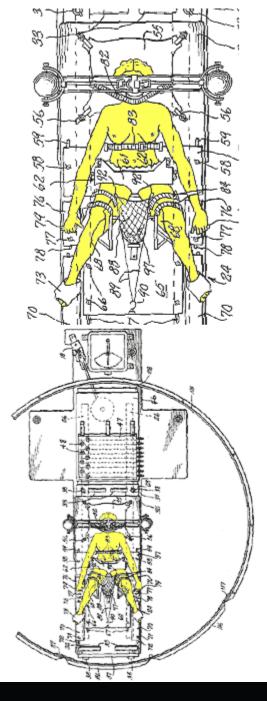


# Innovation?



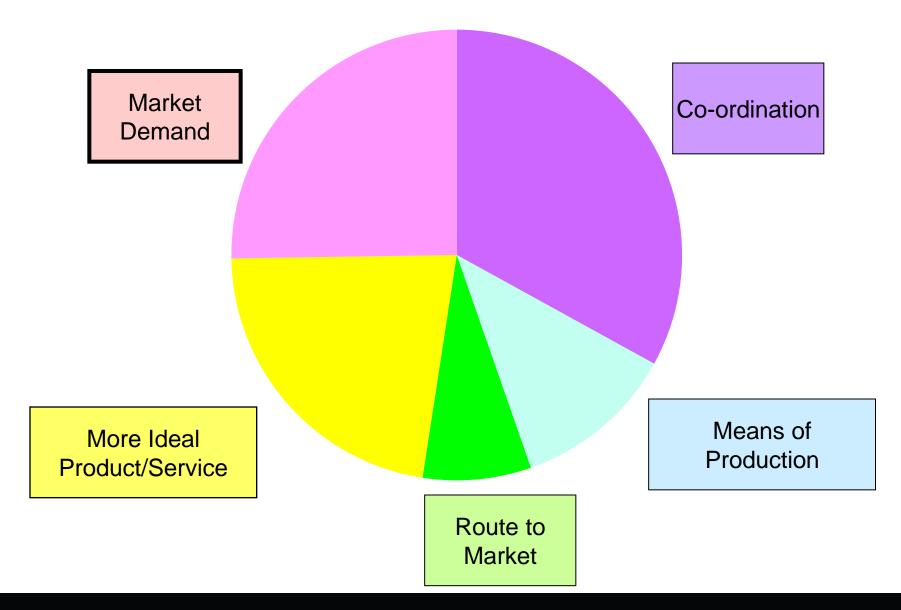
US Patent 3,216,423

98% of attempted 'innovations' fail

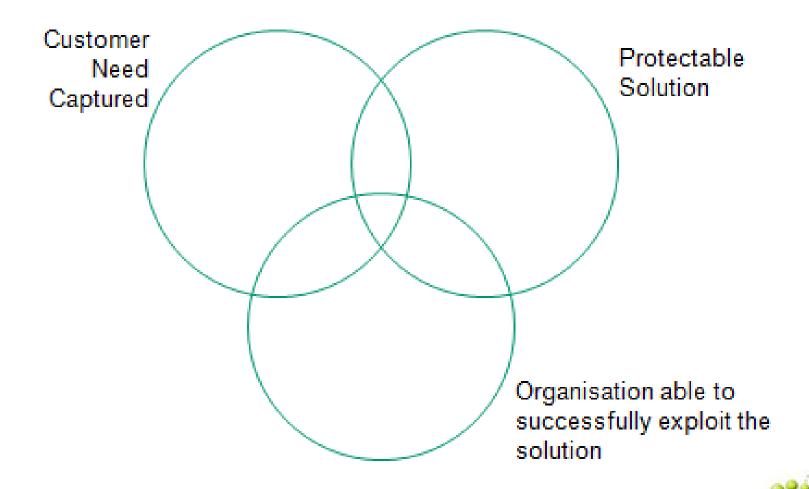




# Where Failures Happen



#### Innovation... Most Difficult Game In The World?





# Why Has The EU Wasted So Much Money On Care For The Elderly Research?















Manager's Opinion

Team member's Opinion

Recognition

**Incentives** 

Interpersonal Support

Support for Making Progress

Clear Goals



Manager's Opinion

Team member's Opinion

**FIRST** 



Recognition

**Incentives** 

Interpersonal Support

**Support for Making Progress** 

Clear Goals



Manager's Team member's **Opinion** Recognition **FIRST Incentives** Interpersonal Support **Support for Making Progress** LAST Clear Goals



**Opinion** 

Manager's Team member's **Opinion Opinion** Recognition **FIRST Incentives** Interpersonal Support **FIRST Support for Making Progress** LAST Clear Goals



# **Innovation Capability Maturity Model**

Innovation strategy depends on the capabilities of the organisation



#### Some Organisations Do Get It Right...



The Steve Jobs Effect/'insanely great'

'Beat Sony'/Institutionalised Innovation Tools



40% product turn every 3 years



Skunkworks





'50% of innovations from the consumer'



Average 40 suggestions/employee/yr 90+% implementation rate



Employees spend 30% of time on 'non'Google'

'Self-organising' teams

#### Look Beneath The Noise....













**CHAMPIONING** 

**MANAGING** 

**STRATEGISING** 

**VENTURING** 



















# Level Of Capability Determines Level Of Focus

SEEDING

CHAMPIONING

**MANAGING** 

STRATEGISING

**VENTURING** 

ICMM1

ICMM2

ICMM3

ICMM4

ICMM5

Societal

- Live Different

C-Suite

- Work Different

SBU/Division

- Sell Different

Product/Service

- Do Different

**Processes** 

Do better

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Do better

**Processes** 

Do better

Processes

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**Processes** 

Do better

**Processes** 

Do better

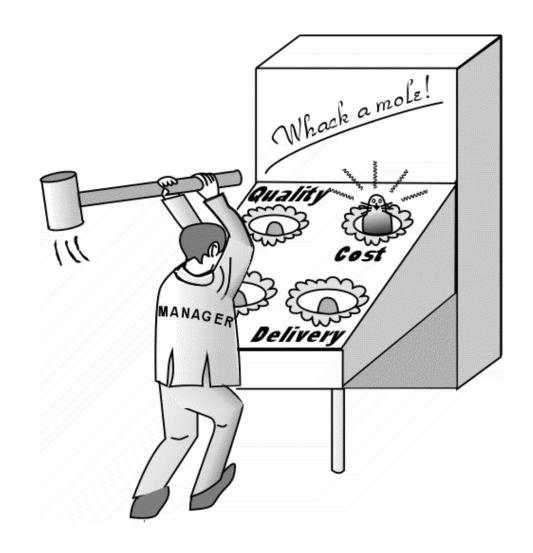
# **Defining The Right Problem**

#### 1) What People Say And Think Are Quite Different



# **Defining The Right Problem**

#### 2) Optimising Trade-Offs Is Dumb!





# Trade-Off versus Breakthrough Thinking

High Quality or Low Cost

Affordable or Customized

First Cost or Life Cycle Cost

Flexible or Rigid

Big or Small

Home or Hospital

High Quality and Low Cost

Affordable and Customized

First Cost and Life Cycle Cost

Flexible and Rigid

Big and Small

Home and Hospital

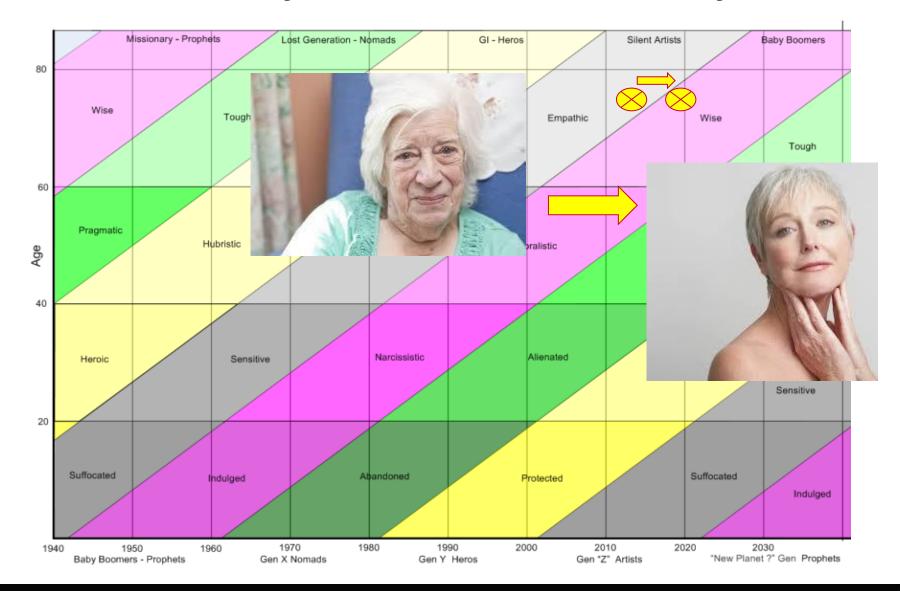
A or B A and B



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# **Defining The Right Problem**

#### 3) Tomorrow's Elderly Are Not The Same As Today's!





# **Creating A Sense Of Progress...**

