How to fuel the innovation your business needs

Suesal Arieli
Managing Director, Arieli & Company
Agenda

Introduction

01  Why does innovation matter?

02  Innovation in the current landscape

03  Roundtable discussion

04  Best practice in innovation

05  Roundtable discussion

Closing
The brief

Give me the detail I need so that I can make the decision (and ideally quickly).

*Deaneesha Govender, Intel Corporation*
We help organisations secure their future

• We identify and build the leadership capabilities they need
• We translate their innovation strategy into processes and practices that drive results
Challenges we solve

- Fuel corporate entrepreneurship and innovation
- Lead change and technology integration
- Manage remote and cross-generational teams
- Develop leadership capabilities
- Inspire, motivate, and develop high-potential talent
- Cope with the dark side of people at work

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Services we provide

**LEADERSHIP ACADEMIES**
We design and develop bespoke leadership programmes for organisations

**ORGANISATIONAL TRANSFORMATION**
We help with the people and culture side of organisational transformation, including resistance to change

**CULTURE CHANGE**
We align company culture to strategic vision, assisting with peak performance, diversity and inclusion, and employee experience

**INNOVATION CAPABILITIES**
We translate innovation strategy into actionable processes and practices that drive results
How we’re different

Sustainable solutions

We don’t offer cookie-cutter solutions or “toolkits” but instead create solutions that build sustainable capabilities into your organisation.

Specialise in soft skills

We have 40+ years’ experience identifying, assessing, and developing emerging and hard-to-assess leadership skills.

Generational perspective

We have the technology and insight to mobilise multigenerational individuals across your organisation.

Business acumen

We bring business acumen to the table. We align leadership and innovation capability solutions to your strategic priorities.

Flexible to your needs

We pivot when your needs change to make sure that you have the solutions you need, when you need them.

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Win a free social network analysis

Share your key takeaway from this session on LinkedIn:

• Hashtag: #ArieliNetworkAnalysis
• Tag: @Arieli & Company

Deadline Thursday, 28 November 2019. We’ll select one organisation to receive a free social network analysis.
01

Why does innovation matter?
What is the “innovation” that you think it’s critical we talk about today? 
(i.e. What is innovation?)
What is the “innovation” that you think it’s critical we talk about today?

Innovation is about doing things differently. It’s not about doing them differently for the sake of doing them differently. It’s about doing them differently to secure the future of your organisation.
As leaders, if you don’t transform… you’re going to get disrupted. And it’ll be a brutal disruption, where the majority of companies will not exist in a meaningful way 10 to 15 years from now.

John Chambers, Executive Chairman of Cisco
Why is innovation important?

50% of US annual GDP growth can be attributed to product and service innovation.

84% of executives agree that innovation is critical for their business and growth strategy.

Only 6% of executives are satisfied with innovation performance, and don’t know why it’s low.

U.S. Chamber of Commerce Foundation (2015)
McKinsey (2018)
CCL (2015)

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Innovation in the current landscape
### Most innovative companies

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
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<tbody>
<tr>
<td>1</td>
<td>Alphabet/Google</td>
</tr>
<tr>
<td>2</td>
<td>Amazon</td>
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<tr>
<td>3</td>
<td>Apple</td>
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<tr>
<td>4</td>
<td>Microsoft</td>
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<td>5</td>
<td>Samsung</td>
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<td>6</td>
<td>Netflix</td>
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<td>7</td>
<td>IBM</td>
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<td>8</td>
<td>Facebook</td>
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<tr>
<td>9</td>
<td>Tesla</td>
</tr>
<tr>
<td>10</td>
<td>Adidas</td>
</tr>
</tbody>
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**Ranking criteria**

- Executives' votes for companies within their industry accounted for 30% of the ranking
- Executives' votes for companies outside their industry accounted for 30% of the ranking
- Three-year total shareholder return accounted for 40% of the ranking
Case study: SAMSUNG

Share a clear vision across the organisation

- **Samsung created a group that specialises in innovation**: Create New Businesses (CNB). They are tasked with developing new concepts for products, and anticipating consumer trends.

- **Samsung use a flatter organisational structure** to increase flexibility and competitiveness.
Case study: Google

• **The notion of “10x thinking”**. Google believes that true innovation happens when you try to improve something by 10 times rather than by 10%

• **Weekly TGIF (thank god it’s Friday) meeting**. Google believes that transparency fuels innovation. Their weekly TGIF meeting is an hour-long meeting that Googlers can attend in person or remotely. Google's founders discuss the week’s Google news, industry changes, or new acquisitions. Engineering teams present their upcoming products, etc.
03

Roundtable discussion

• Where are you most innovative in your organisation right now?
• What practices are you using to fuel that?
Best practice in innovation
The idea journey has four phases

01 Idea generation
02 Idea elaboration
03 Idea championing
04 Idea implementation

Perry-Smith & Mannucci (2017)
Let’s look at 3 key application areas
The idea journey across 3 application areas

01 Idea generation 02 Idea elaboration 03 Idea championing 04 Idea implementation

Leaders  
Teams  
Culture
01: Idea generation

Generate ideas
Select the most promising ones

- Set clear priorities for innovation strategy
- Communicate the vision clearly
- Make sure each team member understands how their role relates to it
- Make sure teams have high 2D diversity (inherited and acquired diversity)
- Create opportunities for interaction across levels, functions, geographies, and demographics within the organisation
02: Idea elaboration

Systematically evaluate the potential of new ideas
Clarify and develop them

• Provide clear and candid feedback on idea potential, and relate this to gating criteria (criteria for getting to the next step)
• Regularly update the gating criteria using fresh data and voices
• Create and sustain psychological safety within teams
03: Idea championing

Promote ideas within the organisation and get the green light for them
Line up resources to implement ideas (money, talent, political “cover”)

- Mentor a variety of people in your organisation, both those like and unlike you
- Share the ideas you are trying to champion with your team – they might have internal contacts who can help
- Encourage “brokership” in your culture (brokers connect people who wouldn’t otherwise be connected)
04: Idea implementation

Develop ideas into finished products or services

- Ensure the idea makes it to implementation in as short a timeframe as is prudent
- Make sure teams are in close physical proximity for effective communication
The most important things organisations don’t do, but should

01 Idea generation
   Develop enough connections outside of their industry, trusted partners, and networks

02 Idea elaboration
   Change the “guard” who determine gating criteria for and resource allocation to new ideas

03 Idea championing
   Take time to truly understand what it takes for different teams of people to perform at their best

04 Idea implementation

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Roundtable discussion

• What phase of the idea journey does your organisation most need to work on?
• What takeaway from this session will help your organisation do that?
For further advice on how to secure the future of your organisation

Contact me at suesal.arieli@arieliandcompany.com
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Find out more at www.arieliandcompany.com
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References