Overcoming innovation barriers in large, traditional companies: understanding, tools & techniques

David Pender
Principal, Knowledge Perspectives

“The innovation gene is missing from our DNA”

President, Large Singaporean Engineering Company (4000+ employees)

Today

- The “off” switch
- The “on” switch
- Potential consulting approaches
- A model

The “off” switch

Organisation

- No agenda
- No senior executive responsibility
- Budget (other than R&D)
- Lack of a platform

Culture

- Fixed mindset
- Need for control, strong hierarchies
- Myopia
- Strong internal focus

People

- Innovation skills
- Mistaken belief that you need “creatives”
- Headspace

But it is not all bad news ….

BAE SYSTEMS
INSPIRED WORK

Pratt & Whitney
A United Technologies Company
Pratt & Whitney Rocketdyne

bhpbilliton

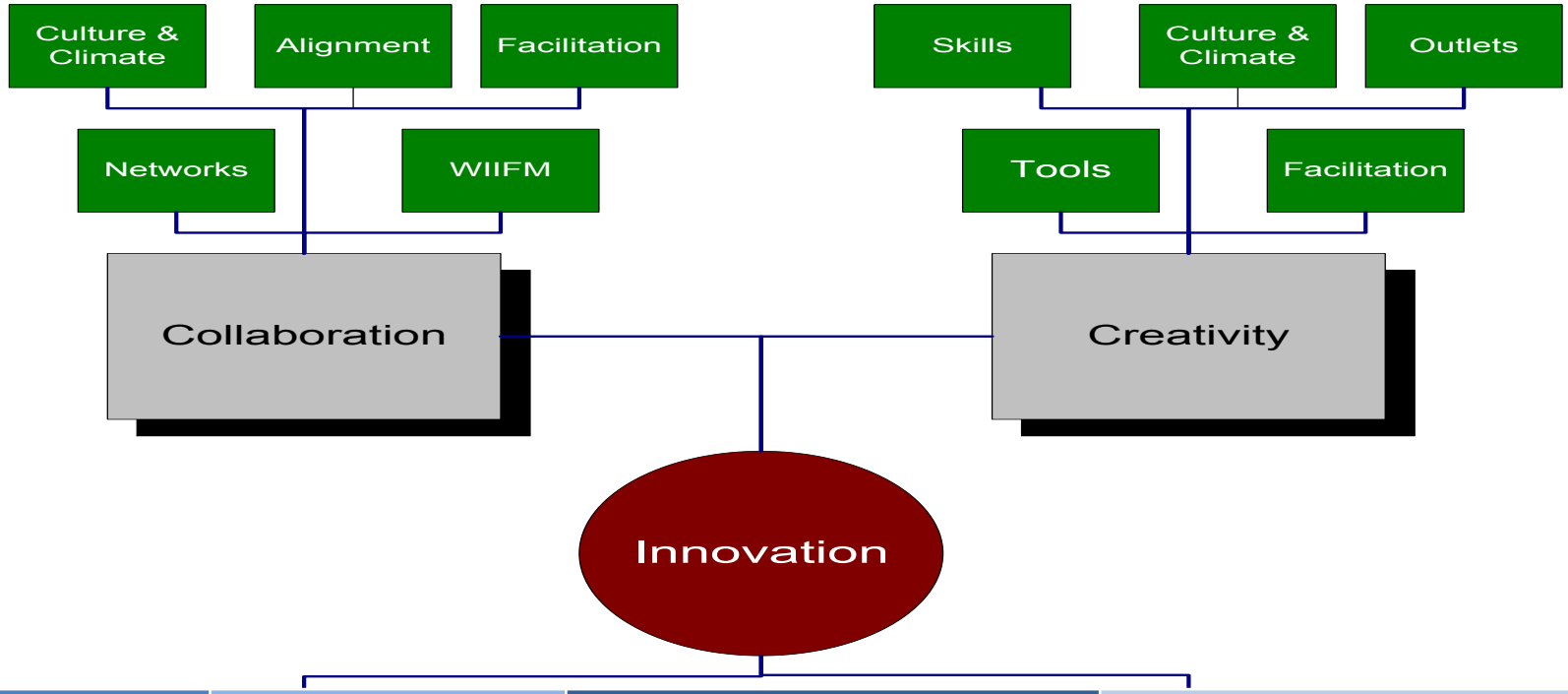
Australian Unity

Australian Government
Indigenous Land Corporation

Origin energy

The collaboration-creativity nexu

the collaboration/creativity connection



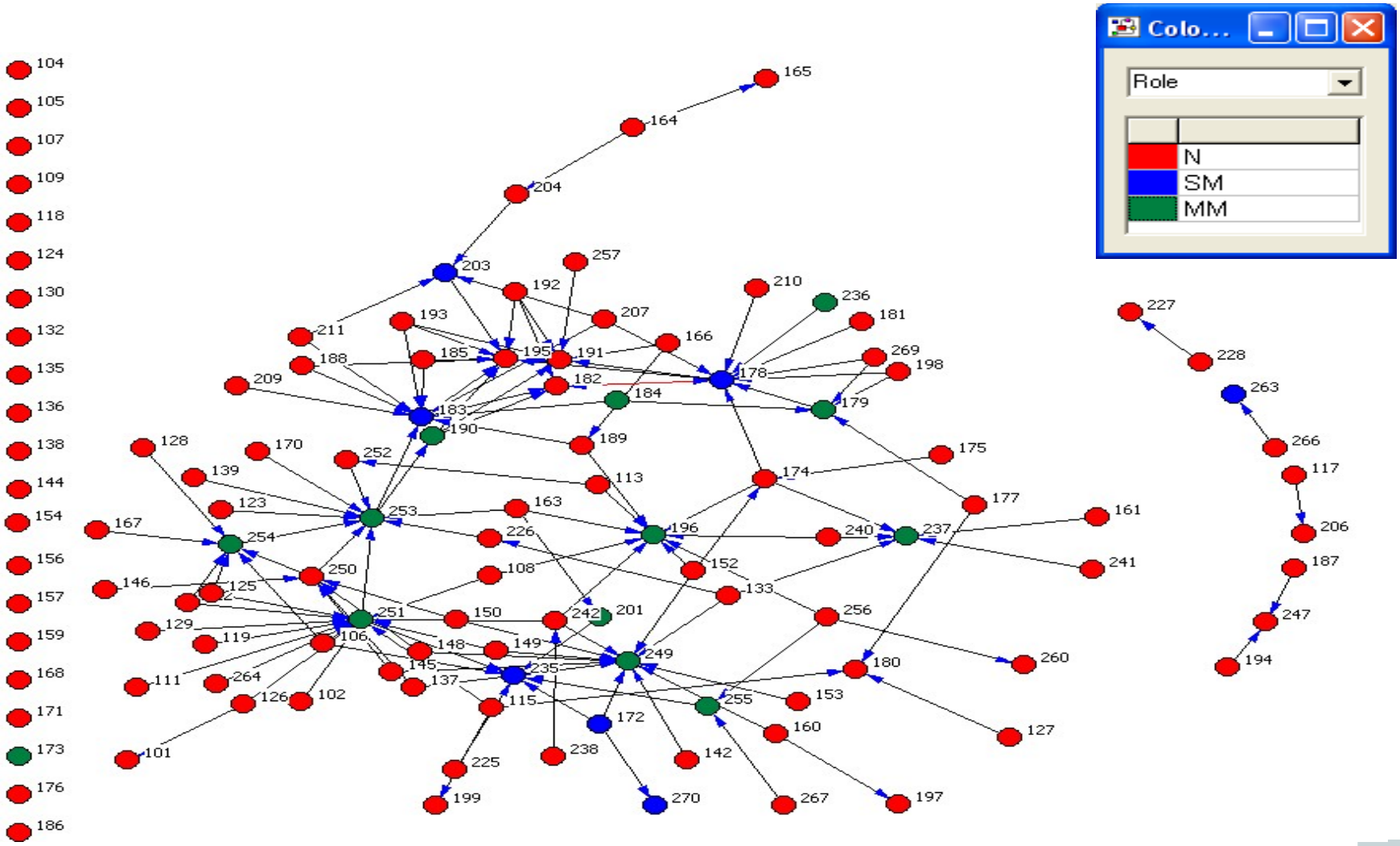
Finance		Process		Offerings			Delivery		
Business models	Networks & alliances	Enabling processes	Core processes	Product performance	Product systems	Service	Channel	Brand	Customer experience
The way we make money	The way we join forces	What supports core processes & employees	Directly create and add value to our offerings	Design & functionality	Platform for multiple products	Beyond and around our products	Getting our offering to market	Identify & communicate our offering	How our customers feel

The “on” switch (fundamentals)

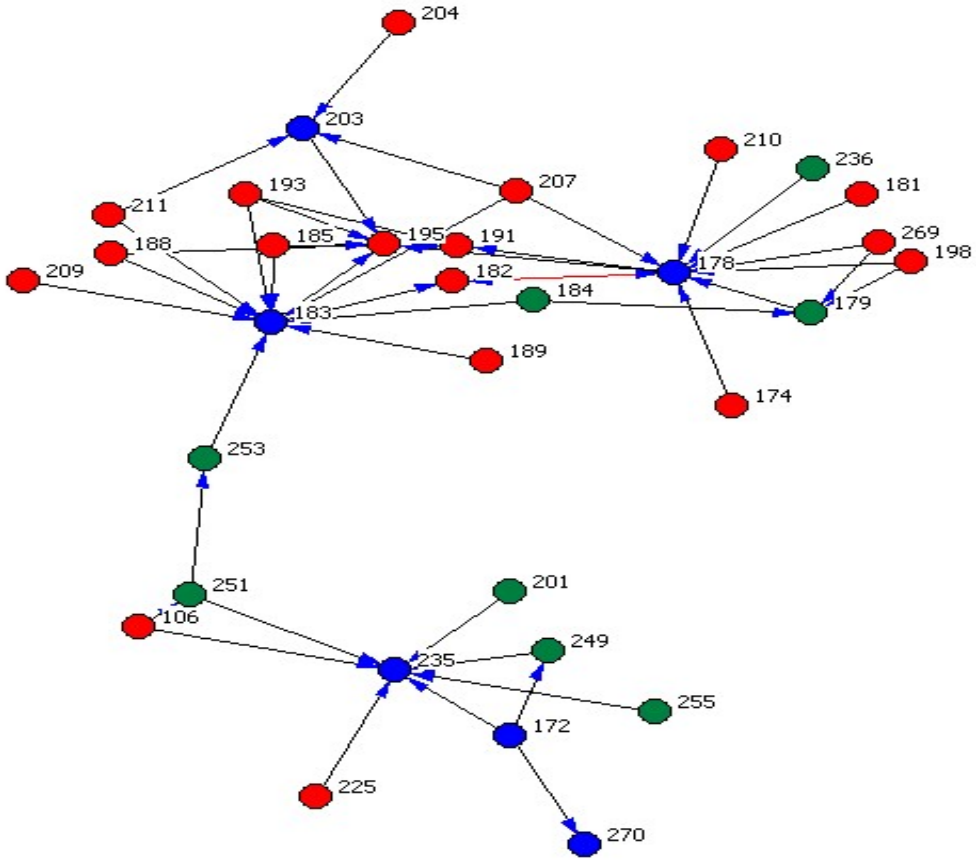
- Responsibilities
- Budget
- Culture
- Skills
- External focus
- Platform

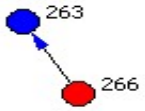
Responsibilities

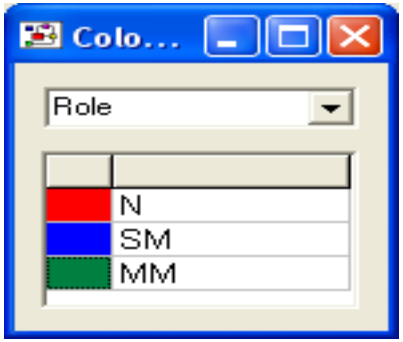
Innovation network (role)



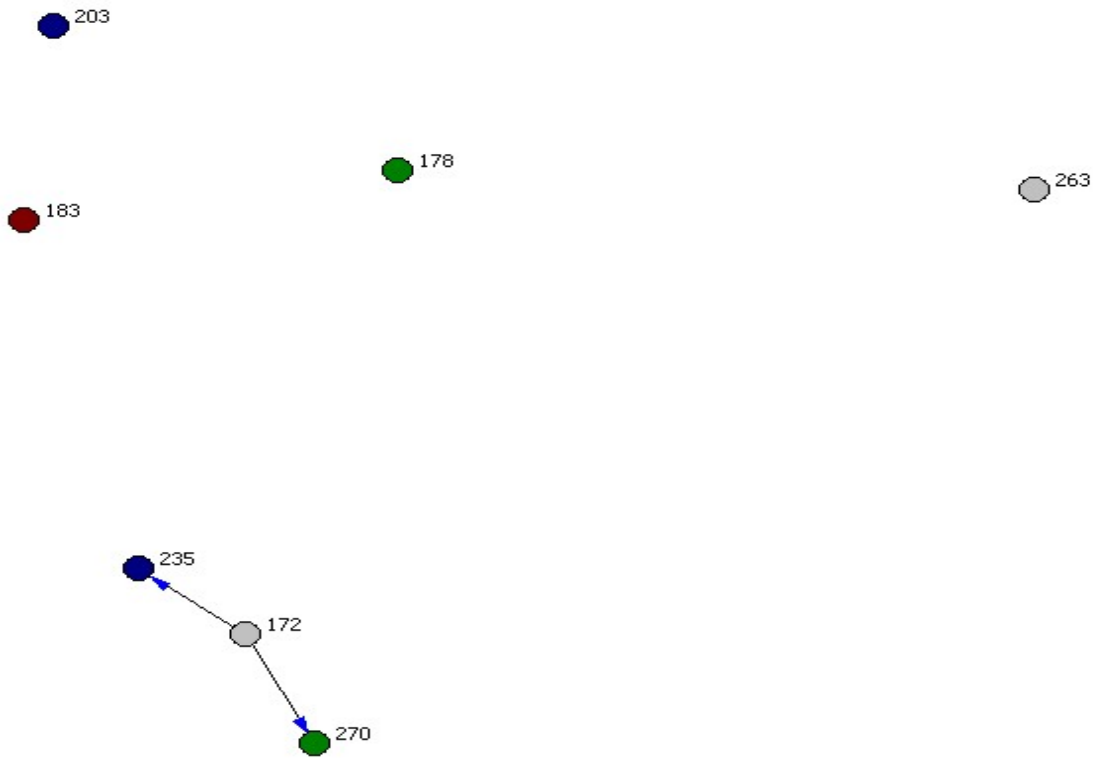
Innovation network (SM)



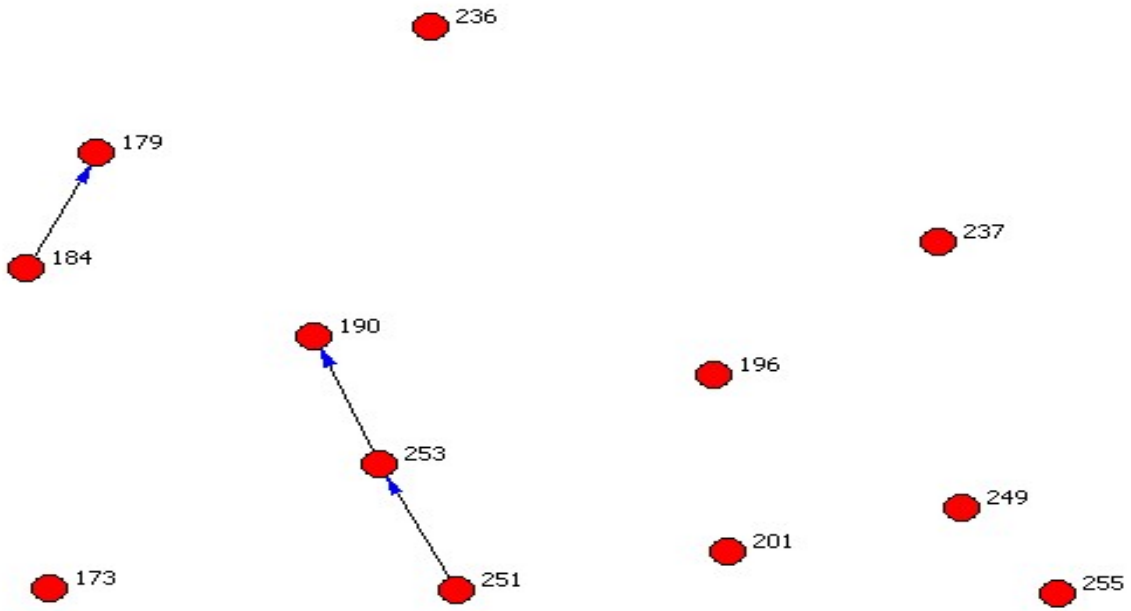




Innovation network (between SM)



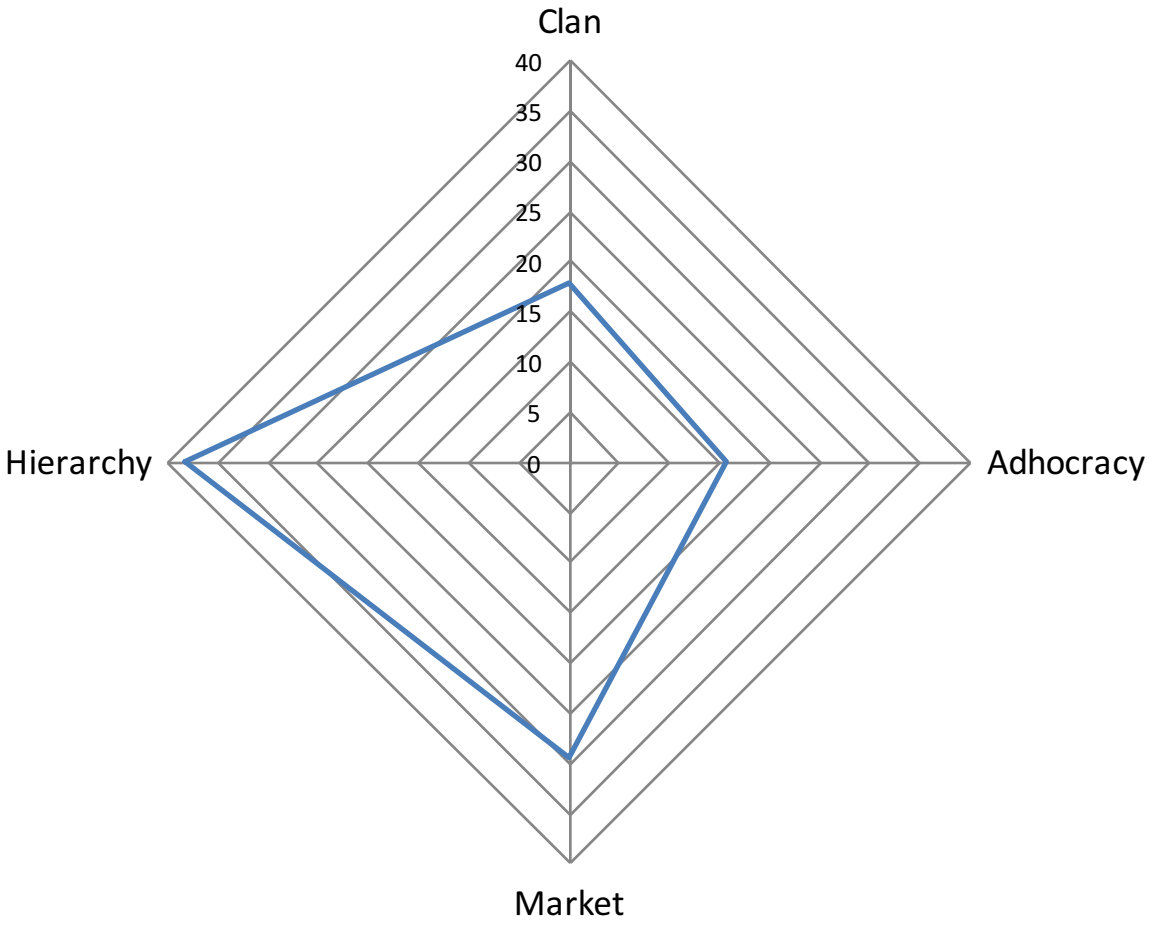
Innovation network (between MM)



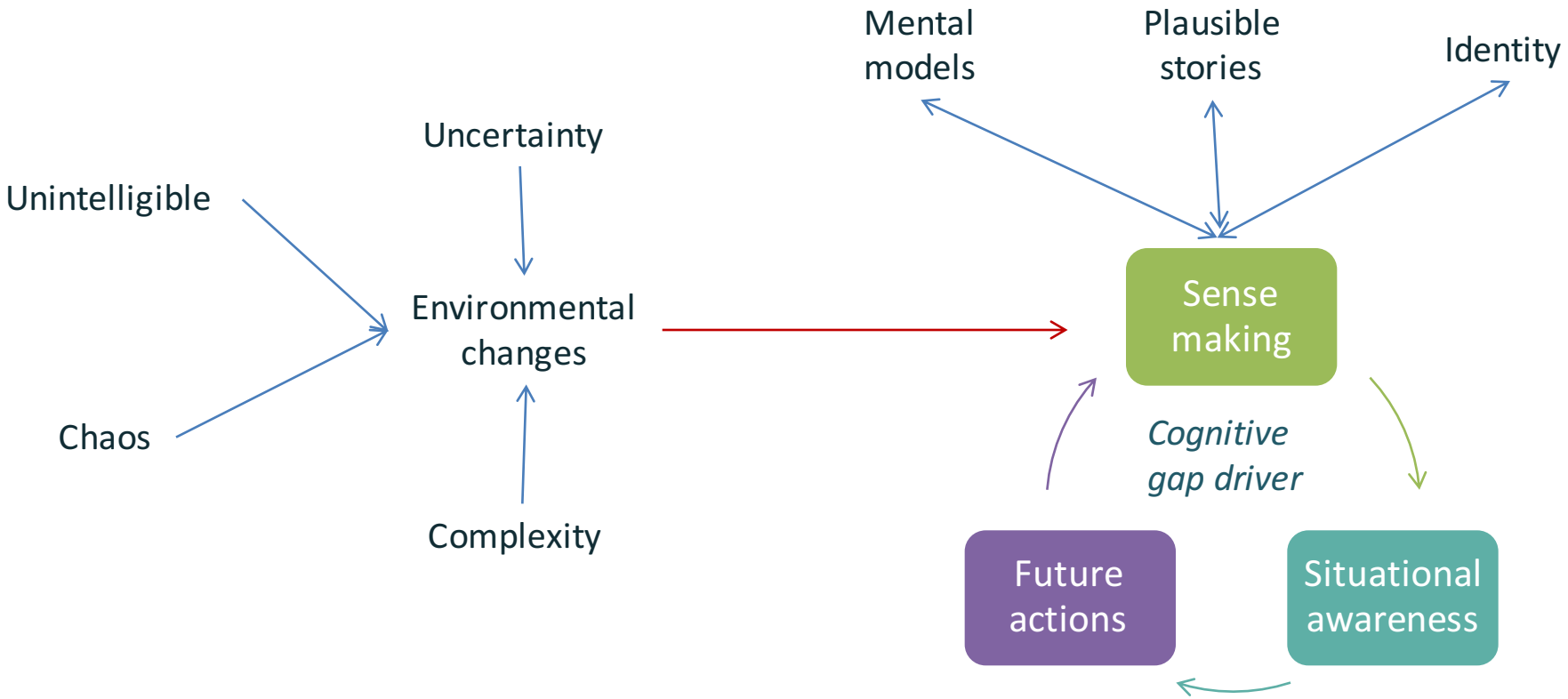
Budget

Culture

Culture - Singapore Large Company

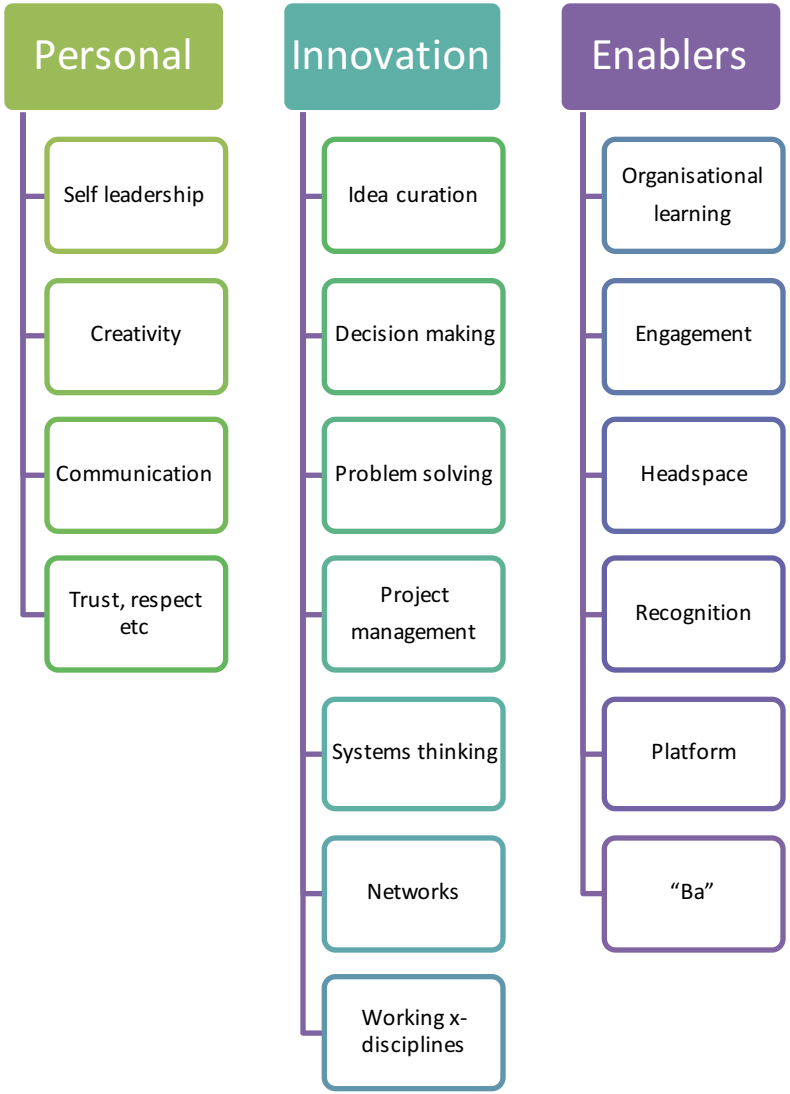


Sense making



Skills

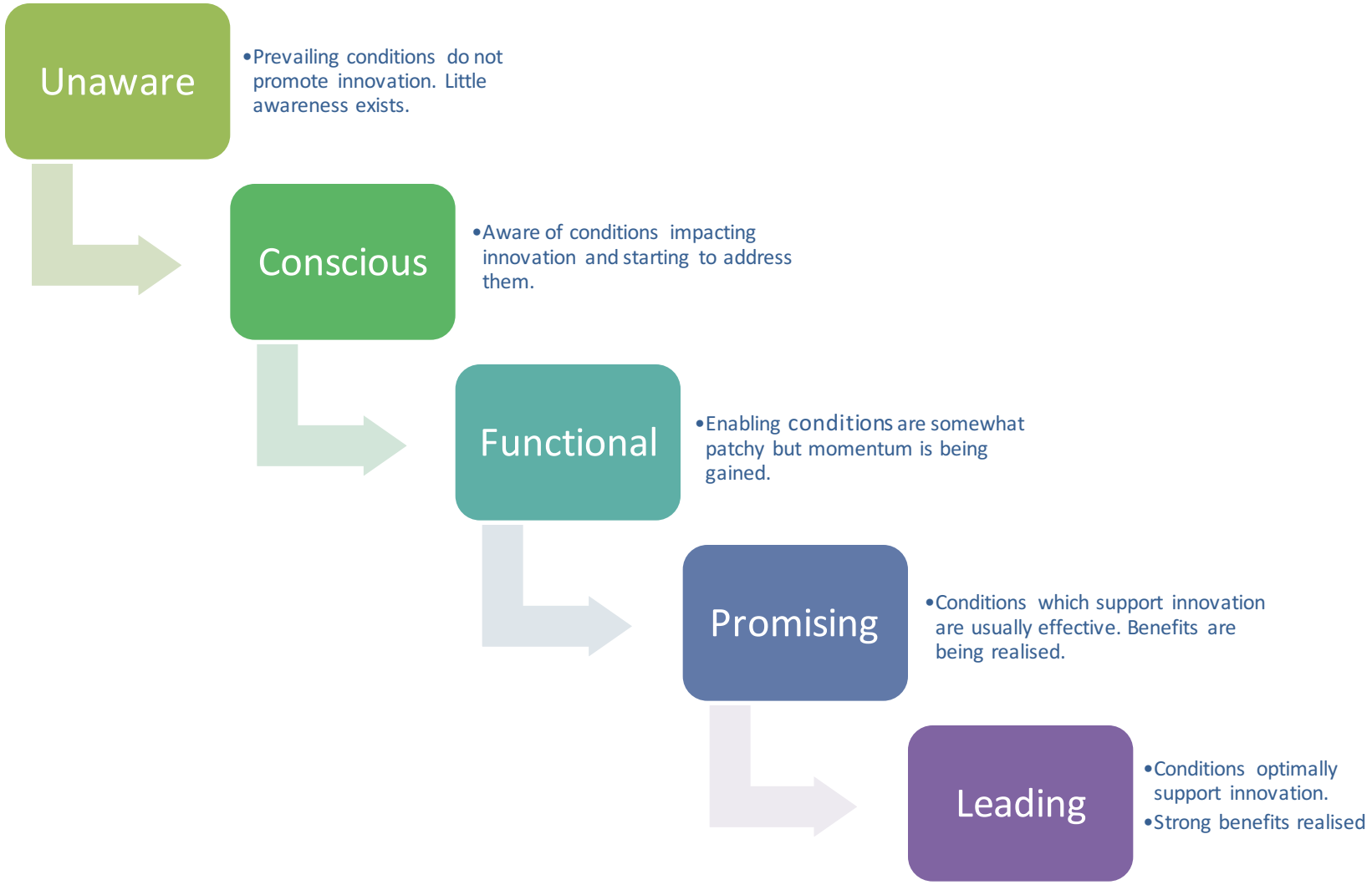
Skills


Personal
Self leadership
Creativity
Communication
Trust, respect etc
Innovation
Idea curation
Decision making
Problem solving
Project management
Systems thinking
Networks
Working x-disciplines
Enablers
Organisational learning
Engagement
Headspace
Recognition
Platform
“Ba”

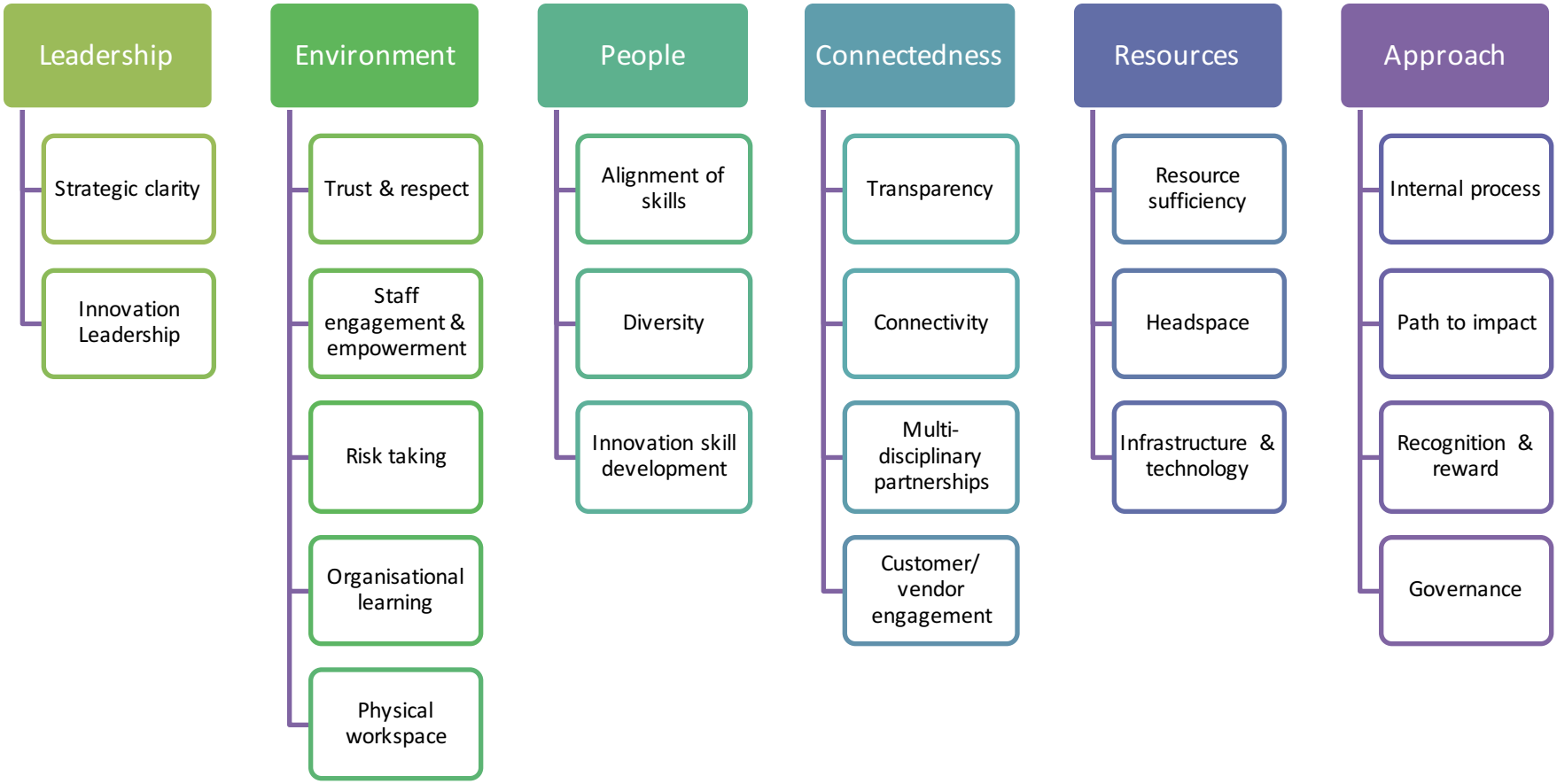
External focus

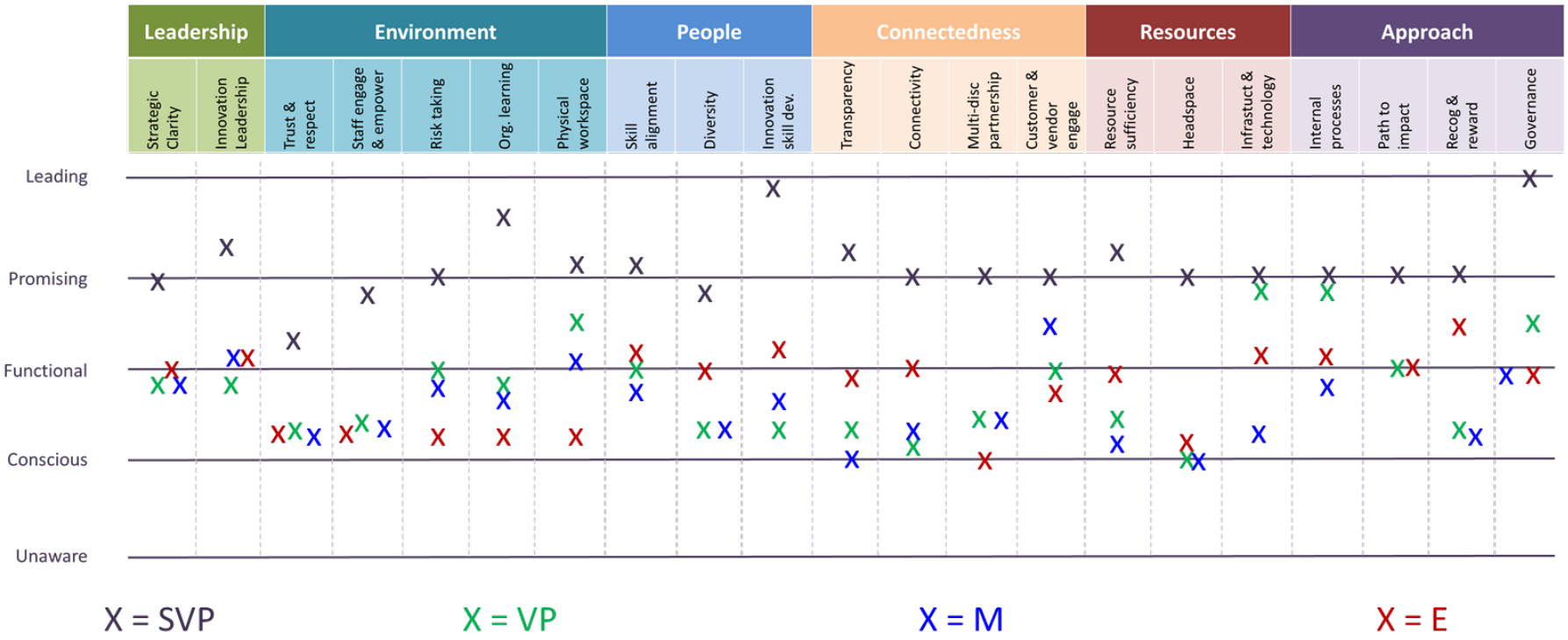
Platform

A maturity model for innovation



A platform


Leadership
Strategic clarity
Innovation Leadership
Environment
Trust & respect
Staff engagement & empowerment
Risk taking
Organisational learning
Physical workspace
People
Alignment of skills
Diversity
Innovation skill development
Connectedness
Transparency
Connectivity
Multi-disciplinary partnerships
Customer/ vendor engagement
Resources
Resource sufficiency
Headspace
Infrastructure & technology
Approach
Internal process
Path to impact
Recognition & reward
Governance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Transparency
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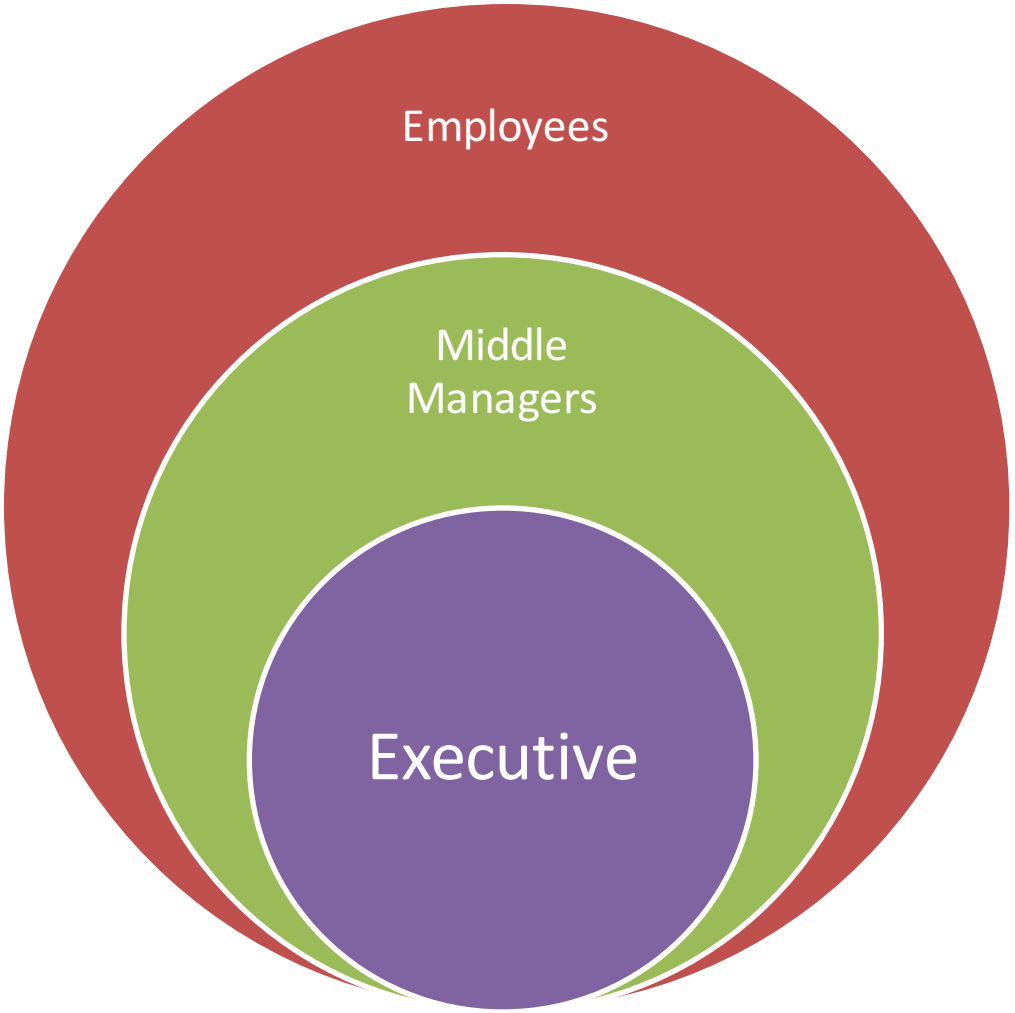
Multi-disc partnership
Customer & vendor engage
Resource sufficiency
Headspace
Infrastuct & technology
Internal processes
Path to impact
Recog & reward
Governance
Leading
Promising
Functional
Conscious
Unaware
X = SVP
X = VP
X = M
X = E

So, who needs to do what?



Potential consulting approaches

Culture

Networks

Appreciative Inquiry

Leadership

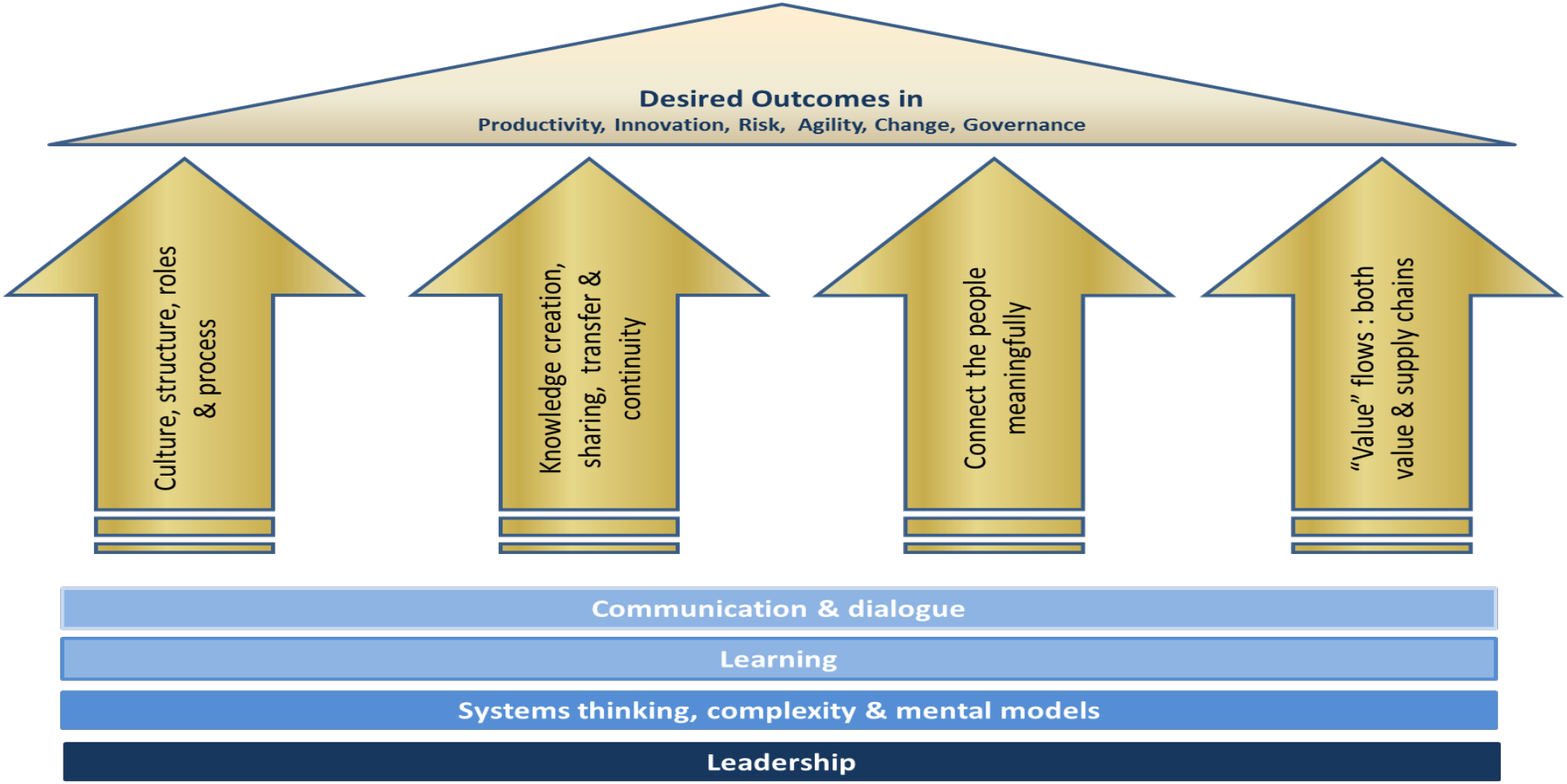
Knowledge management

Strategy

and many more …

OR, a X- disciplinary approach

The KP3 model



How do we build a sandbox?

Contacts

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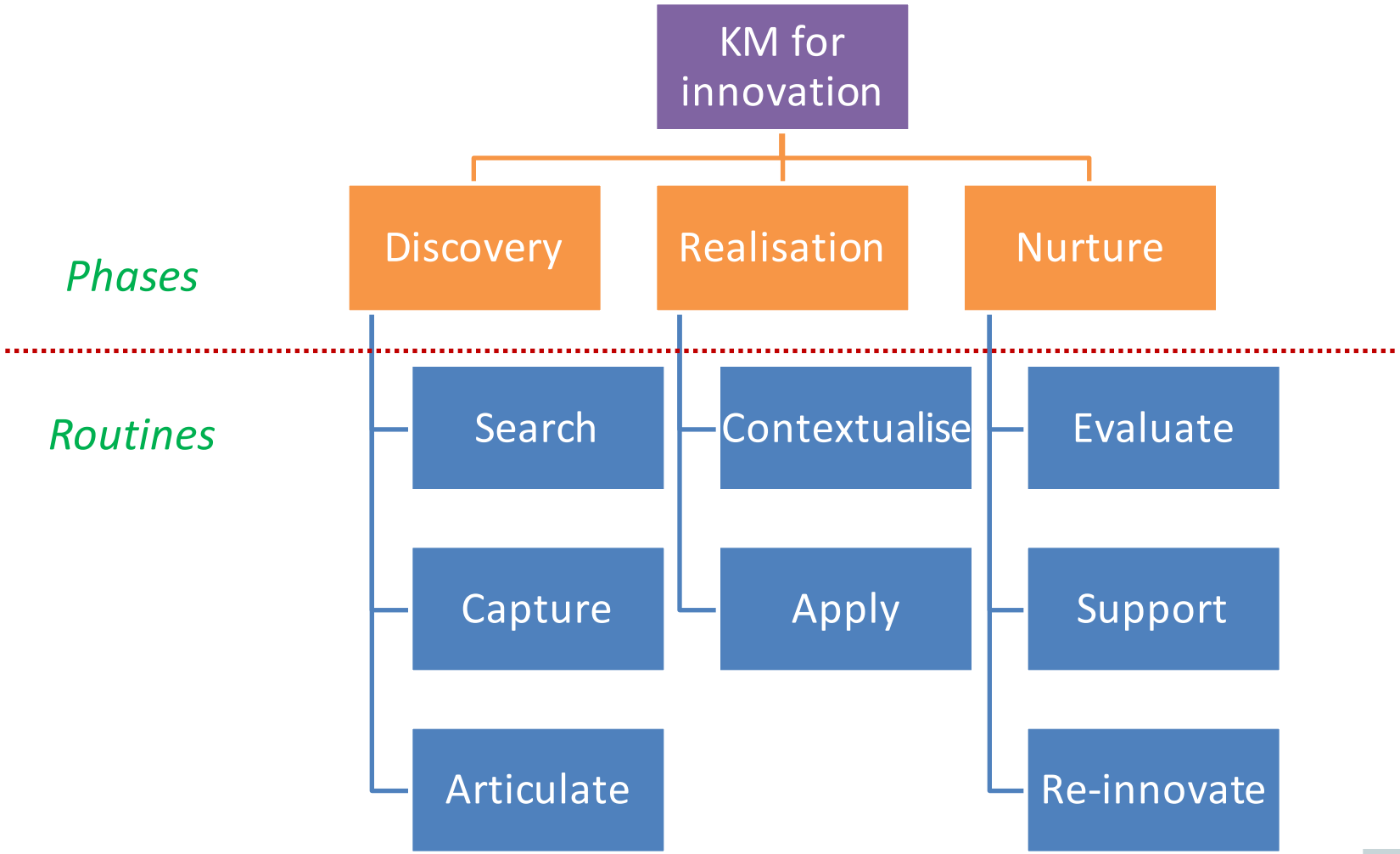
A KM APPROACH

KM routines for innovation

- Prepared for I
  - Pick up signals
  - Process that information
- Managers share an understanding of
  - Innovation processes
  - Creation of structures etc
- Strategic portfolio of I projects
- Mobilise tacit and explicit K
- Enable & manage the K creation & deployment processes
- D-R-N process

Process model



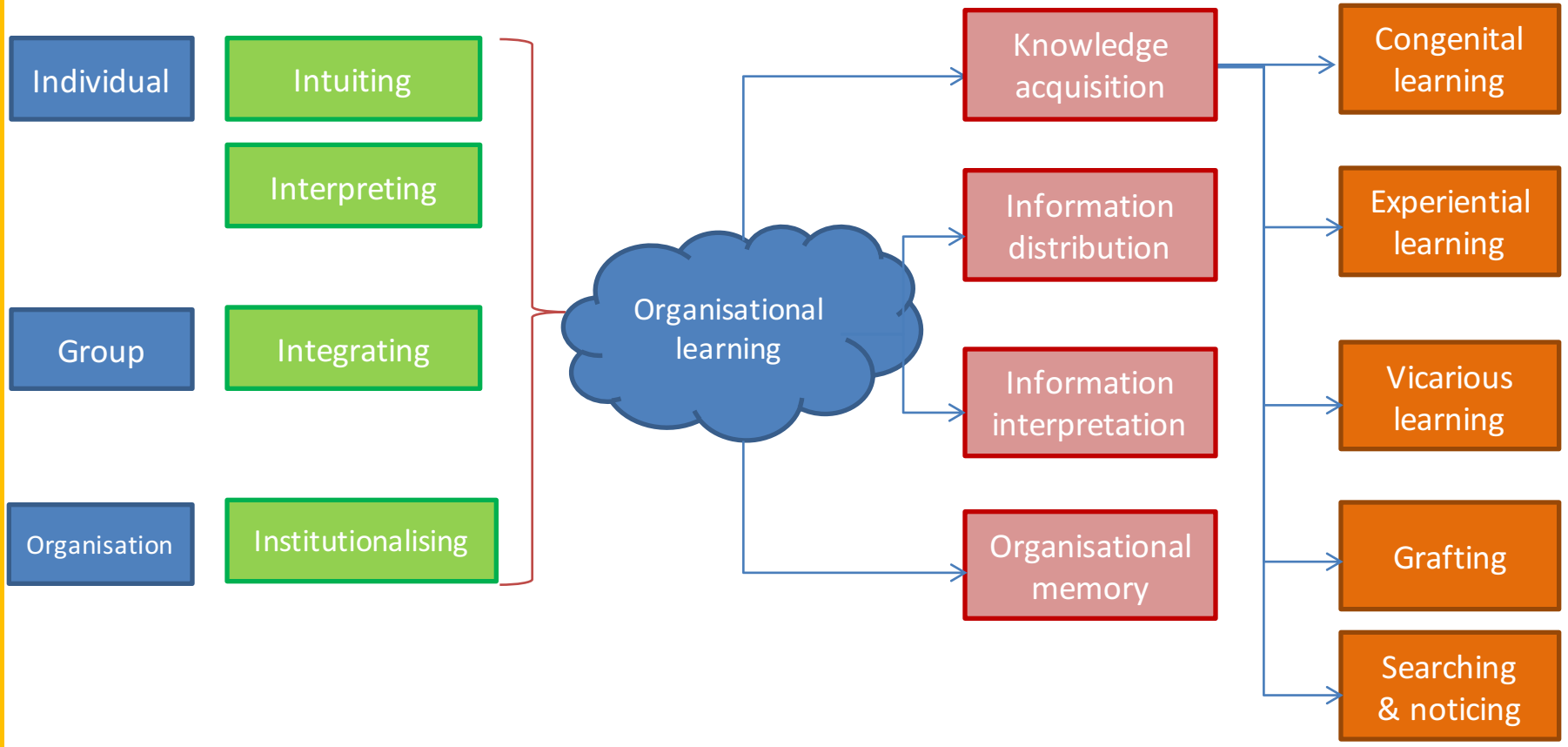
Phase: Discovery

Generic routine	Description
Search	The passive & active means by which potential knowledge sources are scanned for items of interest
Capture	The means by which knowledge search outcomes are internalised within the organisation
Articulate	The means by which captured knowledge is given clear expression

Phase: Realisation

Generic routine	Description
Contextualise	The means by which articulated knowledge is placed in particular organisational contexts
Apply	The means by which contextualised knowledge is applied to organisational challenges

Phase: Nurture

Generic routine	Description
Evaluate	The means by which the efficacy of knowledge applications is assessed
Support	The means by which knowledge applications are sustained over time
Re-innovate	The means by which knowledge and experience are re-applied elsewhere within the organisation

Organisational learning (Huber 1991)