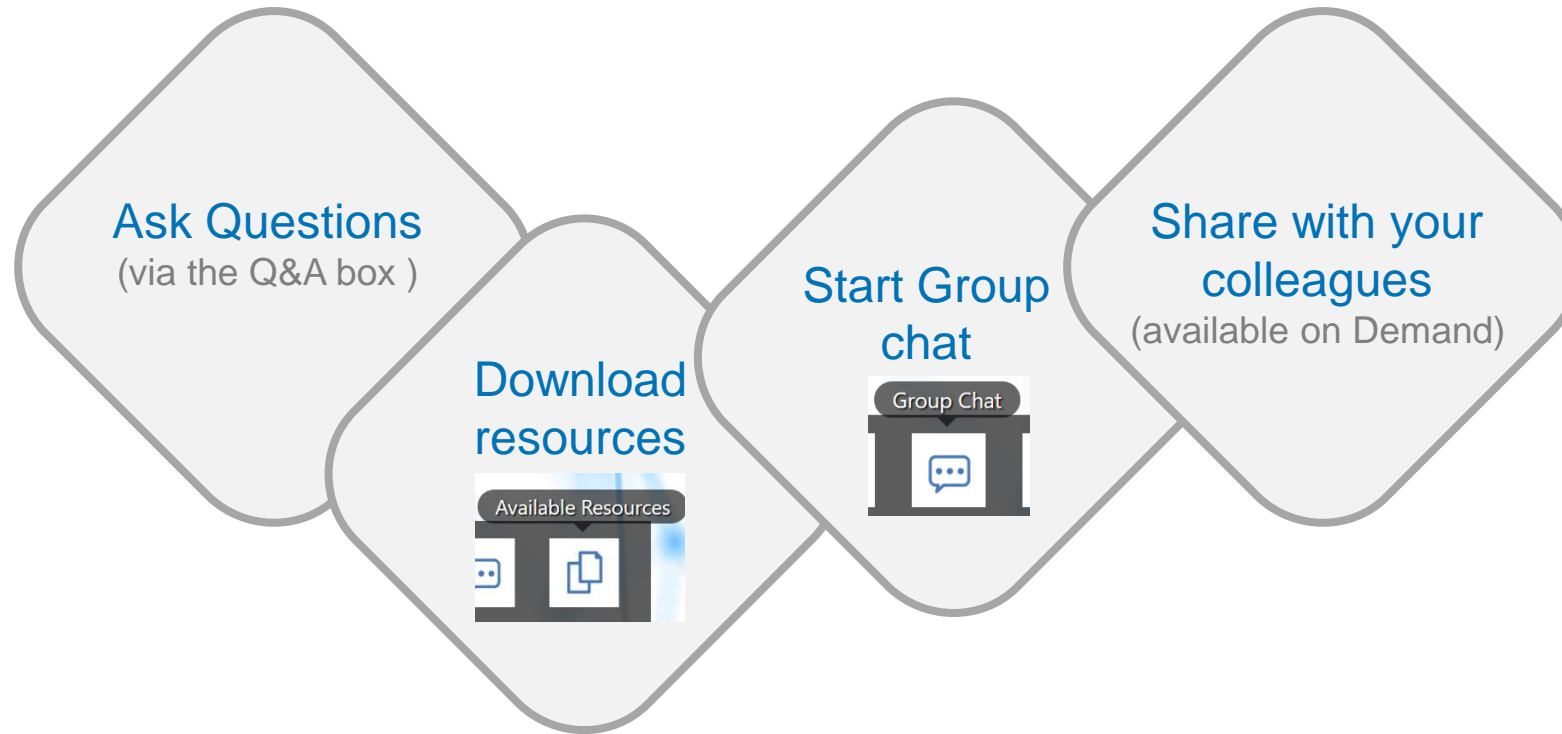


## The Innovation Practice S-curve: Balancing Creativity and Speed with Discipline and Diligence

March 02, 2021 03:00 PM CET [15:00] (Brussels)



# Making the most of the webcast



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Tell us about your experience to help us improve our future program

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# Panelists:



**John Metselaar**  
(Moderator)  
Program Director and Senior Fellow  
The Conference Board  
[Bio](#)



**Mark Edgerton**  
Vice President Consumer Supply Chain Strategy  
& Deployment  
Johnson & Johnson  
[Bio](#)



**Brett Evans**  
CEO & Principal  
InnoSync LLC  
[Bio](#)

# The New Innovation Practice S-Curve

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*Balancing  
Creativity **AND** Speed  
with  
Discipline **AND** Diligence*

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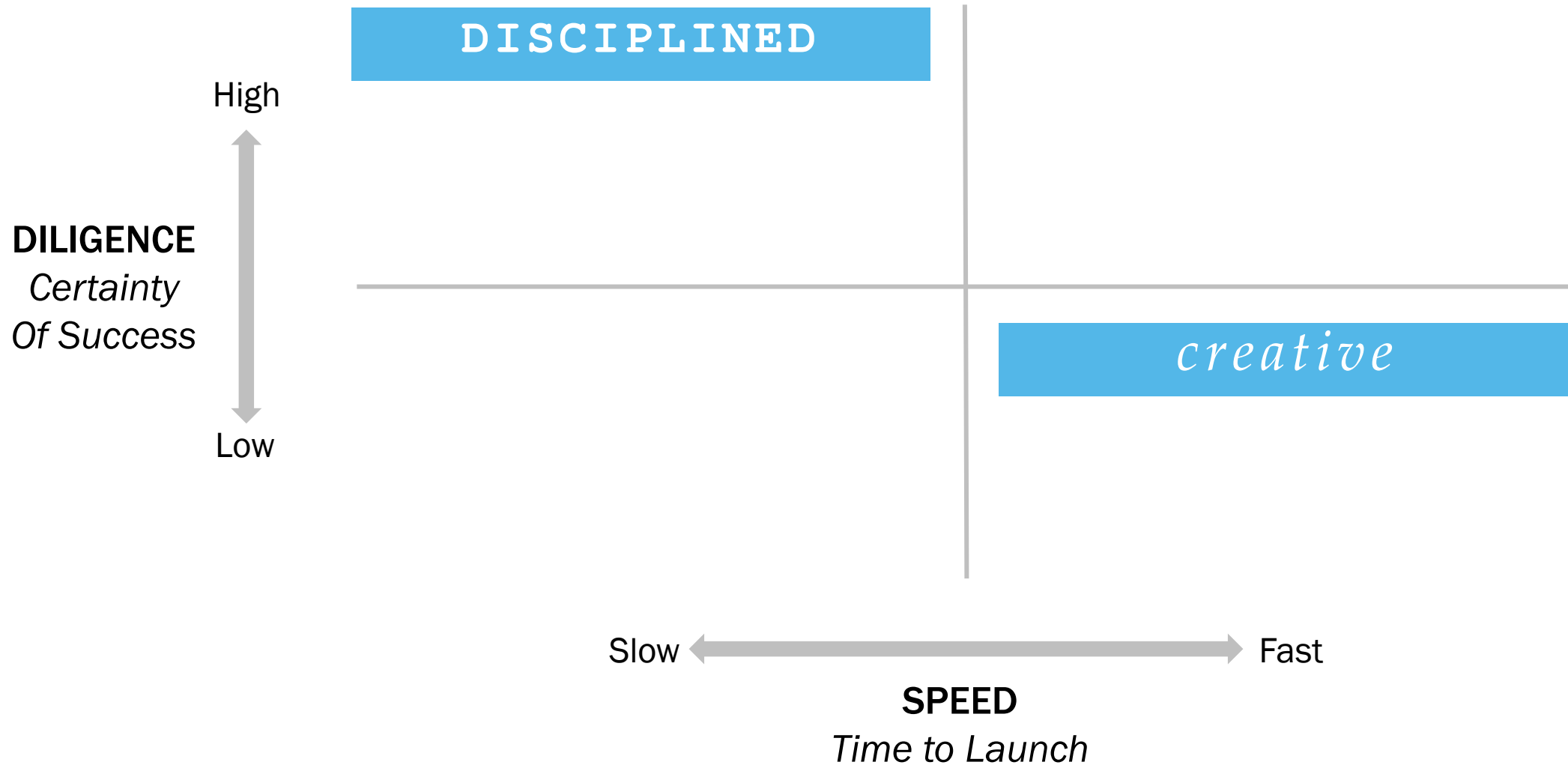
# The Eisenhower Principle



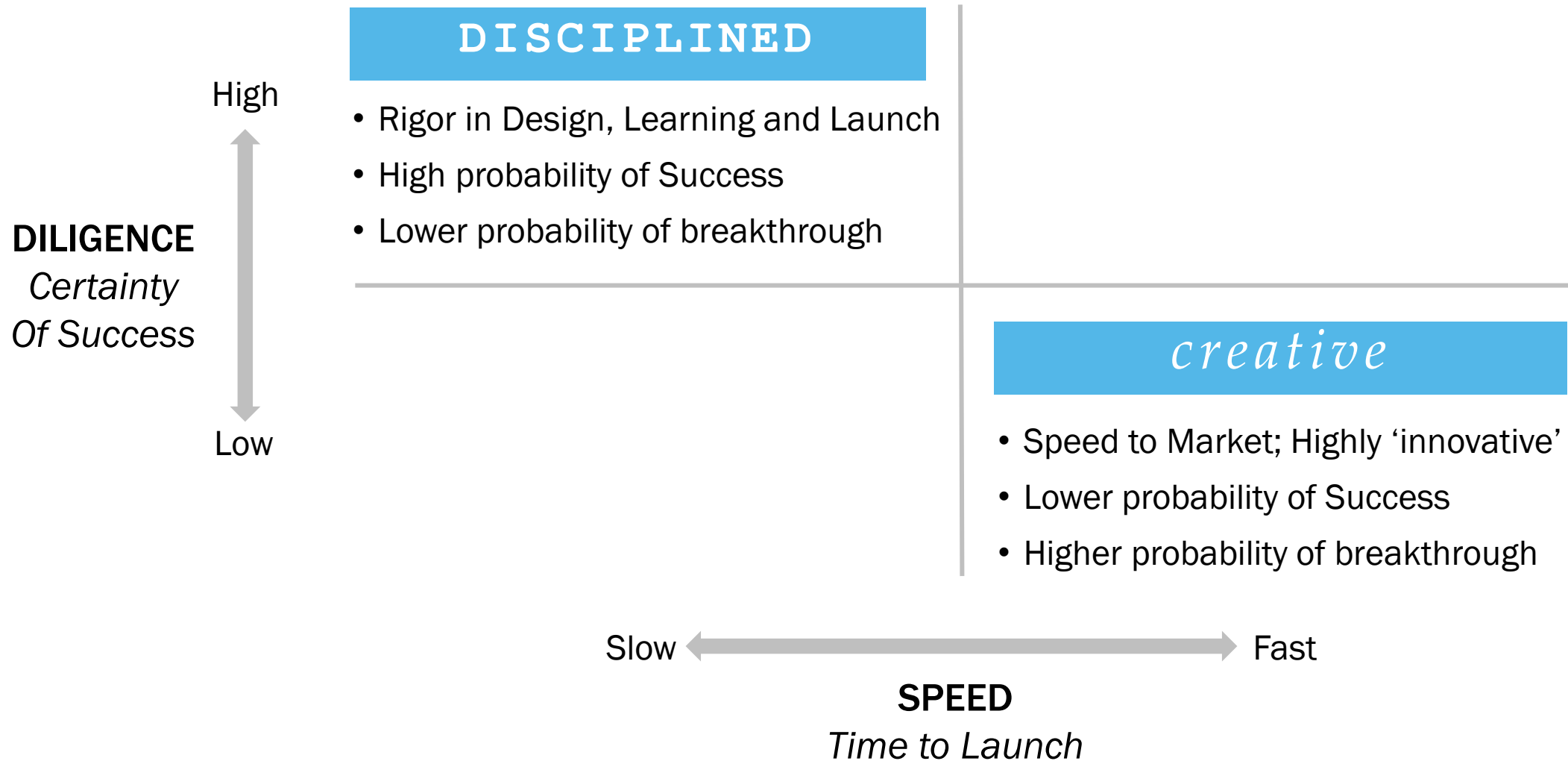
“I have two kinds of problems:  
the urgent and the important.

The *urgent* are not important,  
and the *important* are never urgent.”

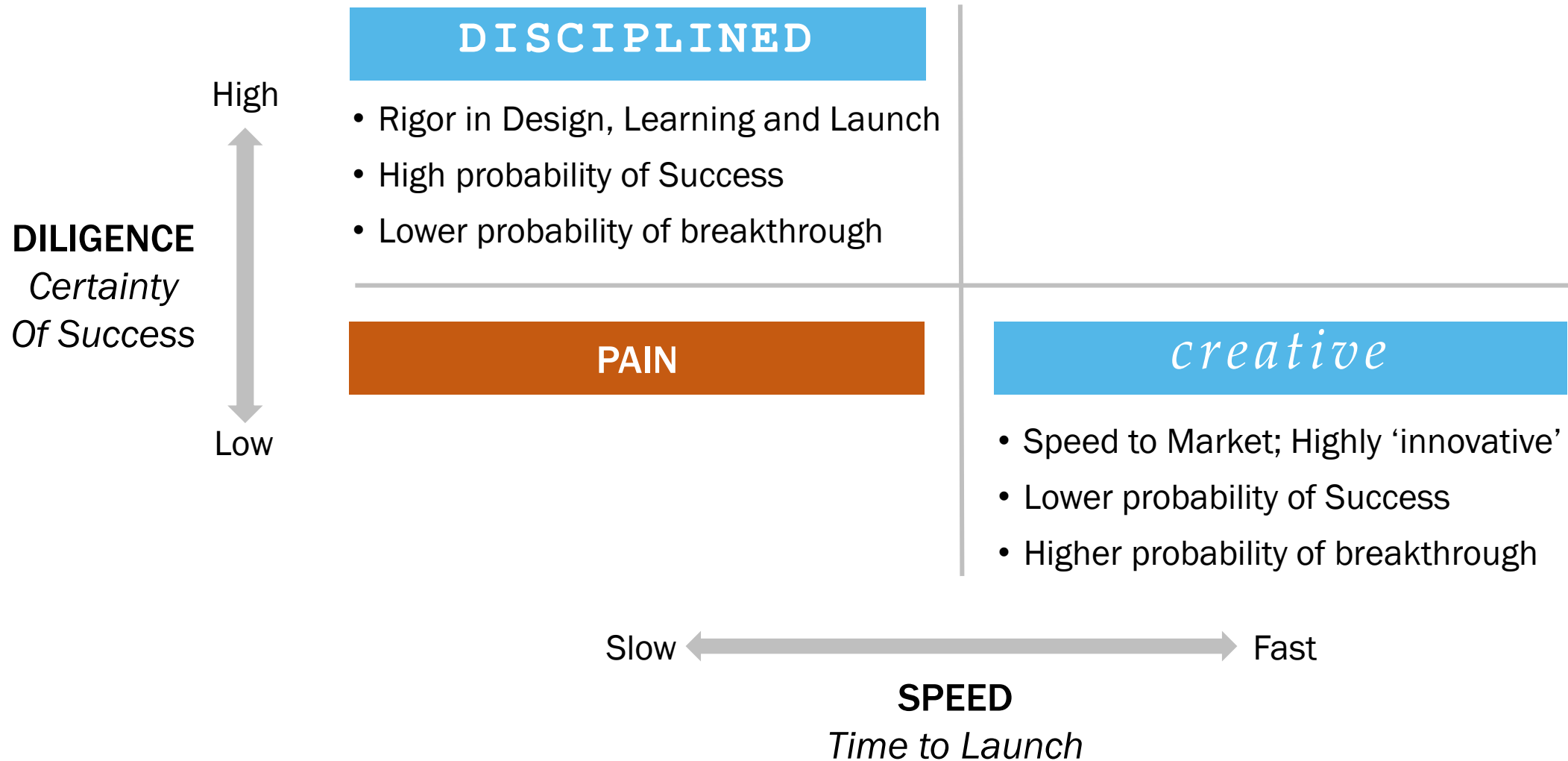
# The Traditional INNOVATION Mindset



# The Traditional INNOVATION Mindset

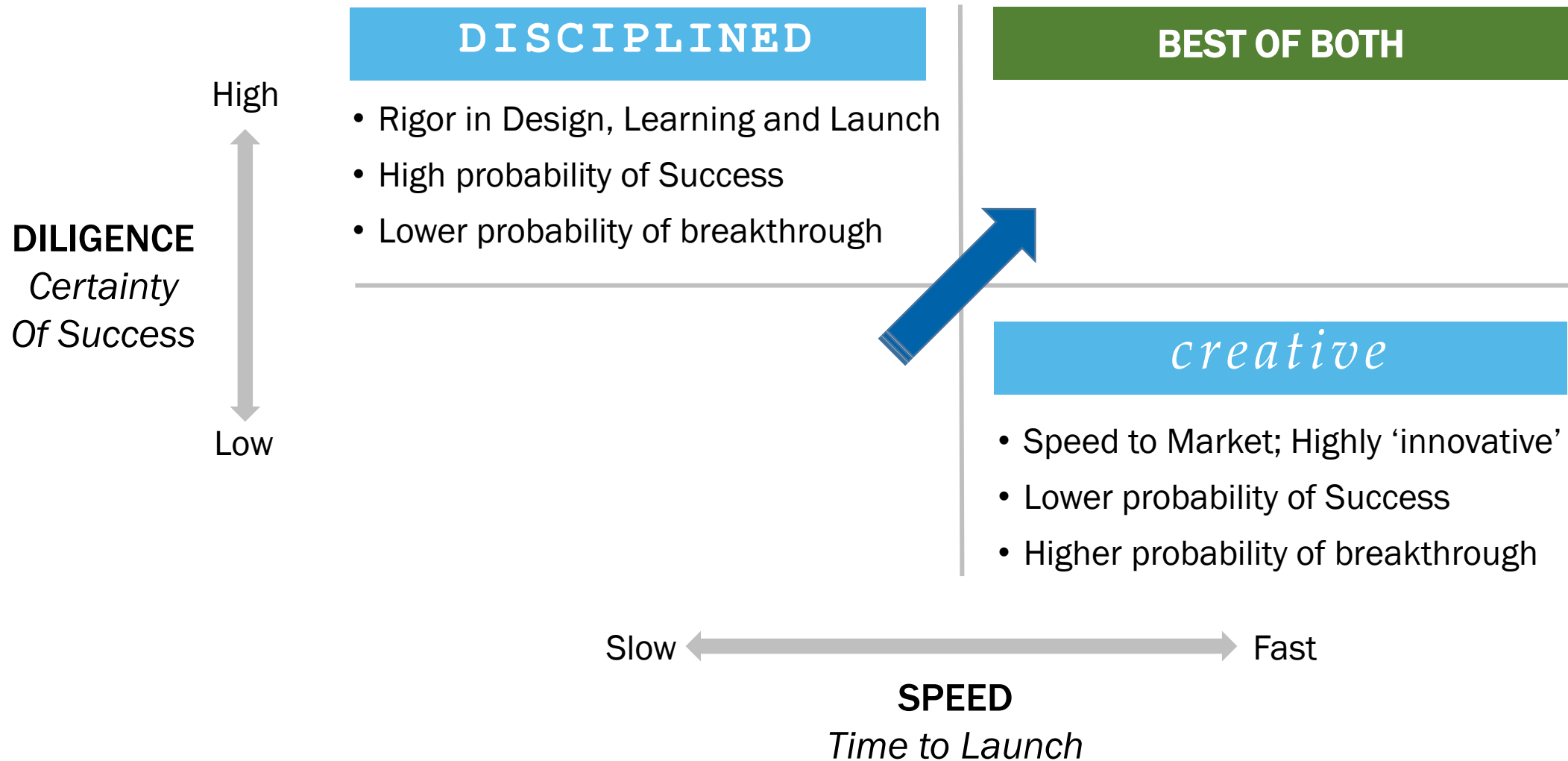


# The Traditional INNOVATION Mindset



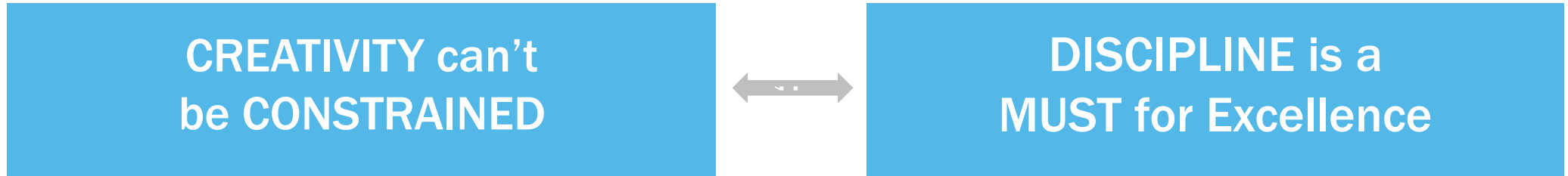


# How to get to the Best of Both INNOVATION Capabilities?



# Frustrations with Traditional Innovation Practices

The traditional trade-offs that frustrate so many organizations



# Frustrations with Traditional Innovation Practices

The traditional trade-offs that frustrate so many organizations

CREATIVITY can't  
be CONstrained



DISCIPLINE is a  
MUST for Excellence

STRATEGY &  
PORTFOLIO

*Doing the **RIGHT** Projects*

PROGRAMS

*Doing Projects **RIGHT***

# Frustrations with Traditional Innovation Practices

The traditional trade-offs that frustrate so many organizations

**CREATIVITY** can't  
be **CONSTRAINED**



**DISCIPLINE** is a  
**MUST** for Excellence

## STRATEGY & PORTFOLIO

- *Our Strategy doesn't really guide us on where to look for ideas*
- *By the time a Big Idea emerges, the industry has changed and we are behind*

## PROGRAMS

- *Our new idea creation process rarely brings ideas that are well vetted*
- *Too many 'big ideas' don't really address what our customers need*

# Frustrations with Traditional Innovation Practices

The traditional trade-offs that frustrate so many organizations

**CREATIVITY** can't  
be **CONSTRAINED**



**DISCIPLINE** is a  
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## STRATEGY & PORTFOLIO

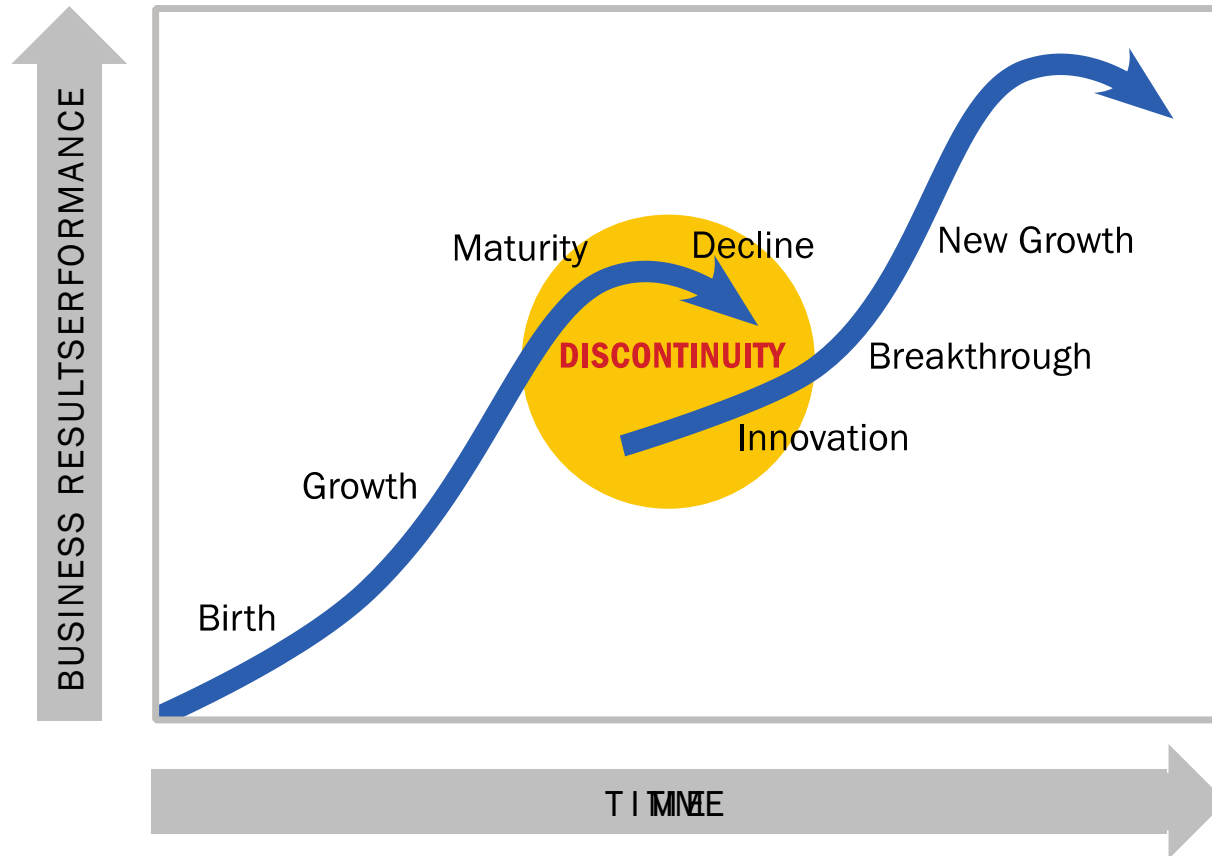
- *Our Portfolio process won't prioritize breakthrough innovation*
- *Our Portfolio metrics always look bad for high risk/reward projects*

## PROGRAMS

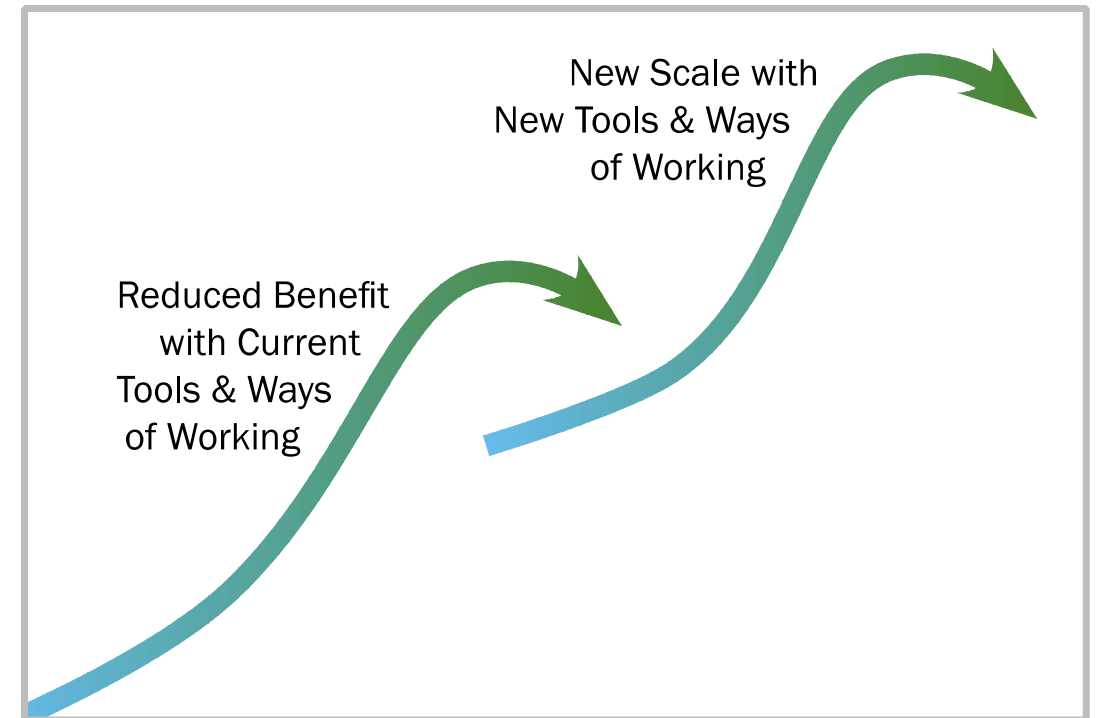
- *Our decision-making is too slow and cumbersome*
- *Some organization functions want zero risk or don't engage until too late*

# Finding a New Innovation Practice S-Curve

## S-Curve in Business Models



## S-Curve in Innovation Practices



# The New Innovation Practice S-Curve

Tools and Ways of Working that minimize the traditional trade-offs

DISCIPLINED  
*creativity*



**GENERATE** new creative capabilities while ensuring we can use the **SCALE** of the enterprise to create **VALUE**

*creative*  
DISCIPLINE



**TRANSFORM** our operating discipline while **AVOIDING** process bureaucracy and the 'not invented here' mindset

# The New Innovation Practice S-Curve

Tools and Ways of Working that minimize the traditional trade-offs

**DISCIPLINED**  
*creativity*



*creative*  
**DISCIPLINE**



**STRATEGY &  
PORTFOLIO**

## VUCA Strategy Lens

- Actively addressing uncertainty

## Dual Portfolio

- Balance upstream & downstream
- Balance transformation & renovation

**PROGRAMS**

## Continuous Design Thinking

- Bring the customer and Consumer into the innovation process

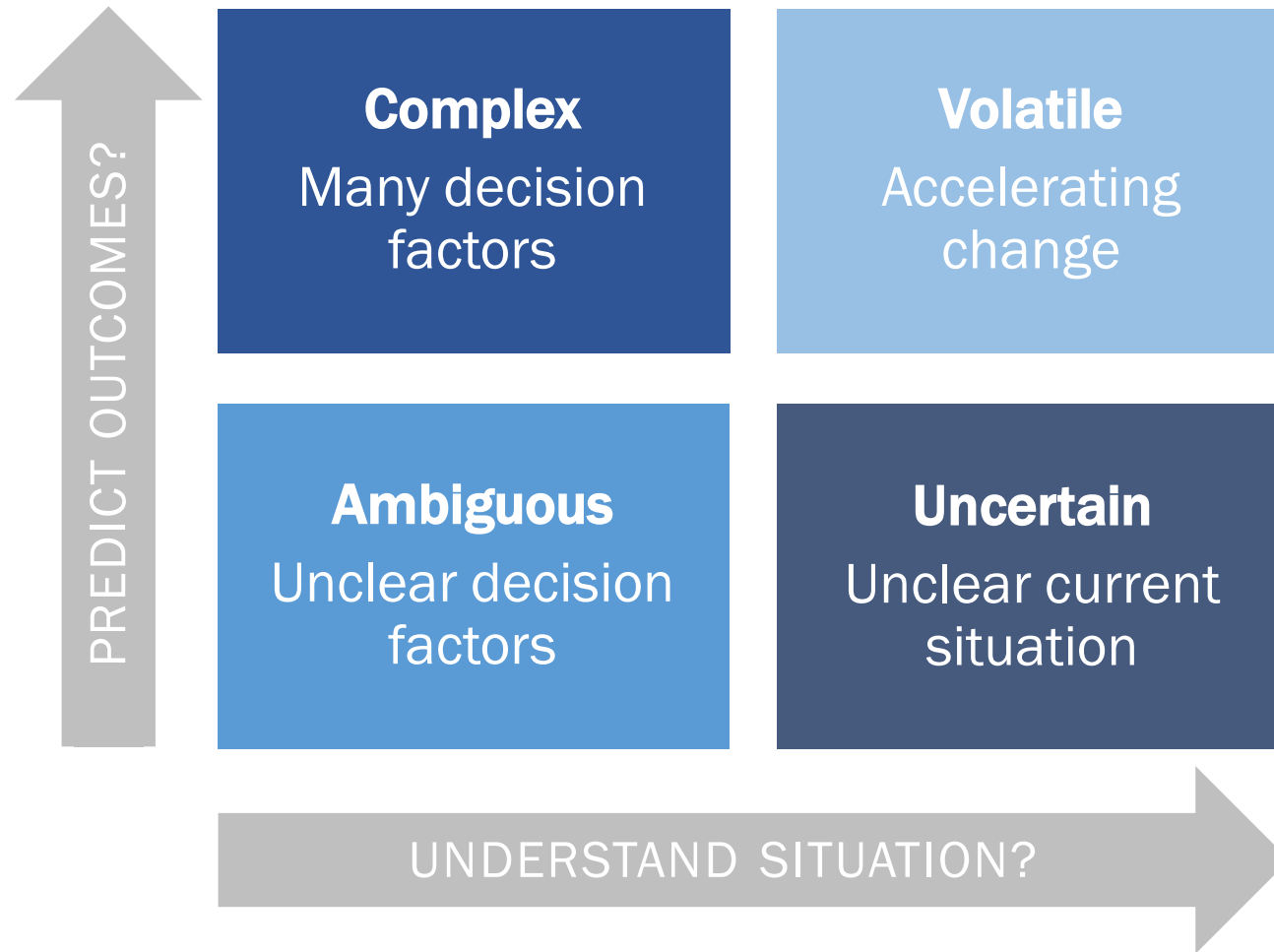
## AGILE Team Discipline

- Fast cycle, iterative development
- Focused, cross-functional teams



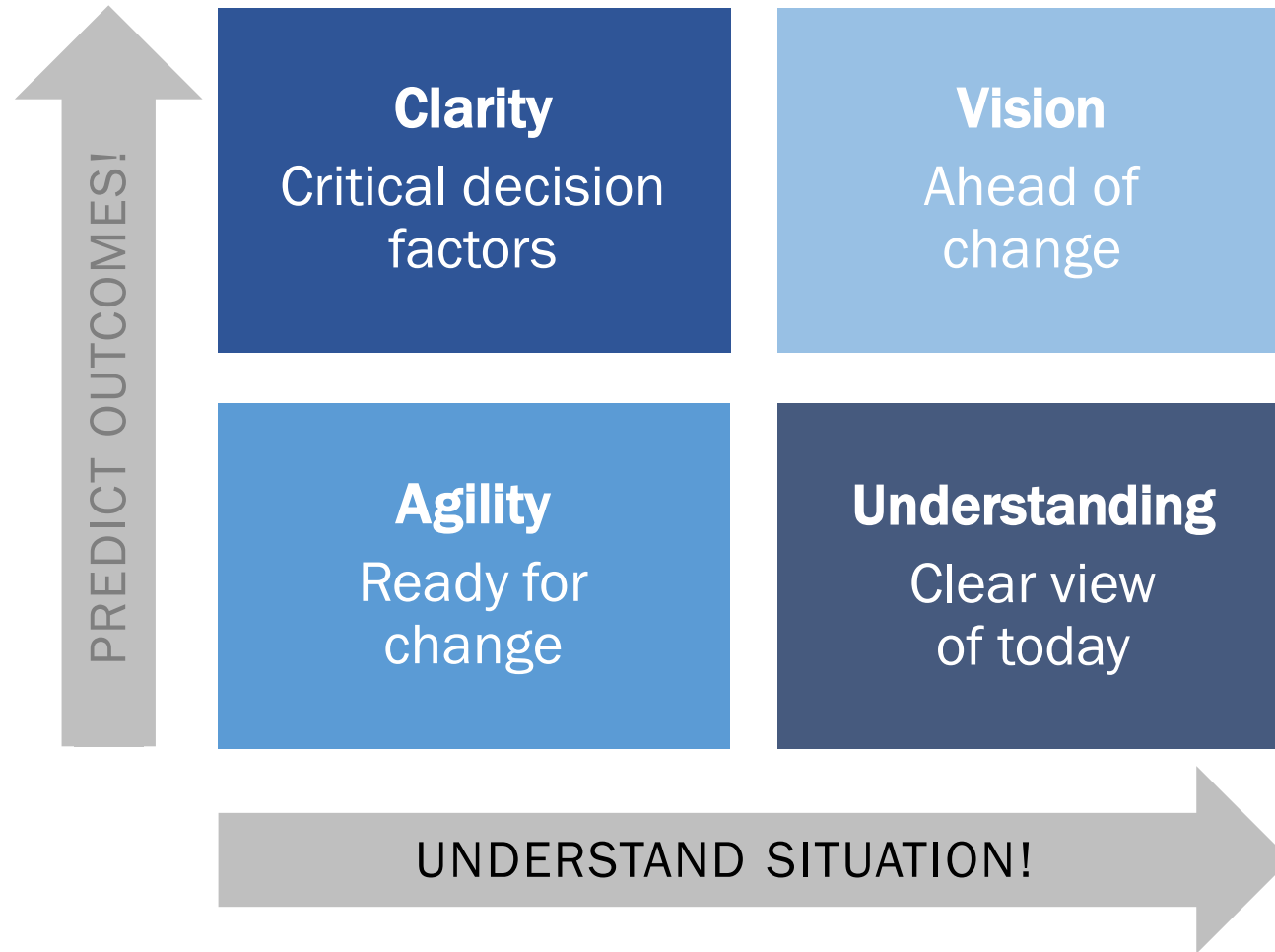
# VUCA Strategy Lens for the Innovation Portfolio

## VUCA



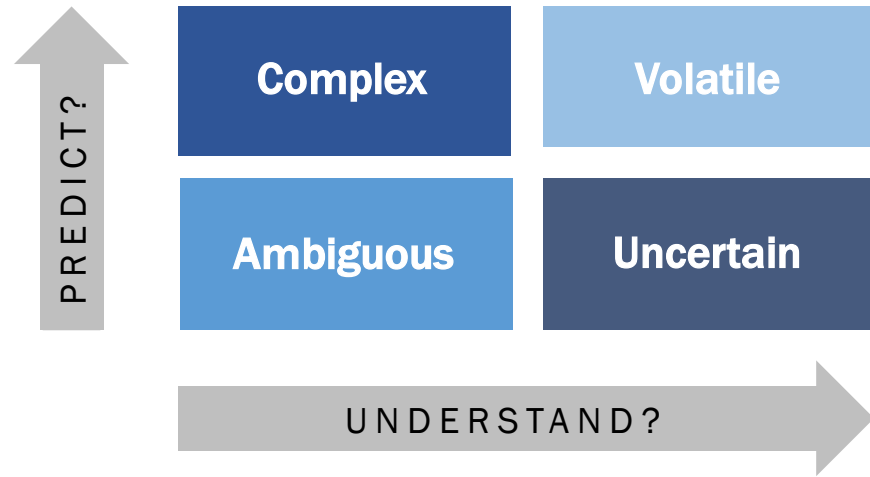
# VUCA Strategy Lens for the Innovation Portfolio

## POSITIVE VUCA

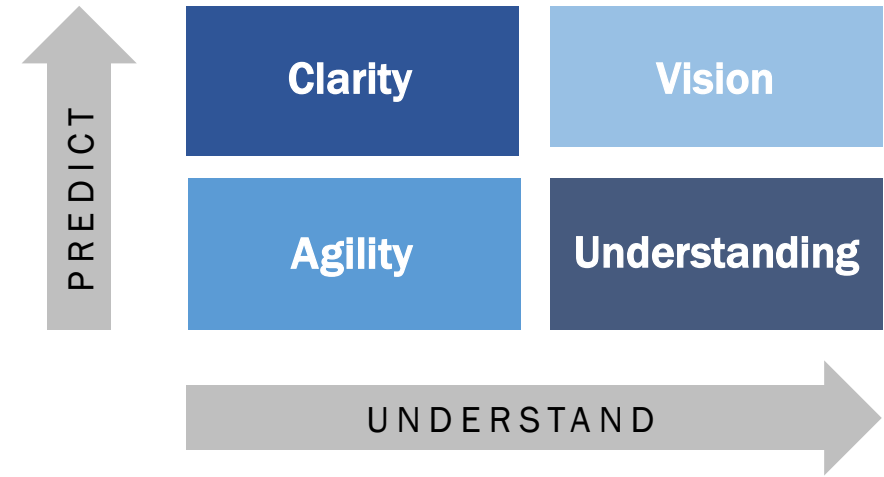


# VUCA Strategy Lens for the Innovation Portfolio

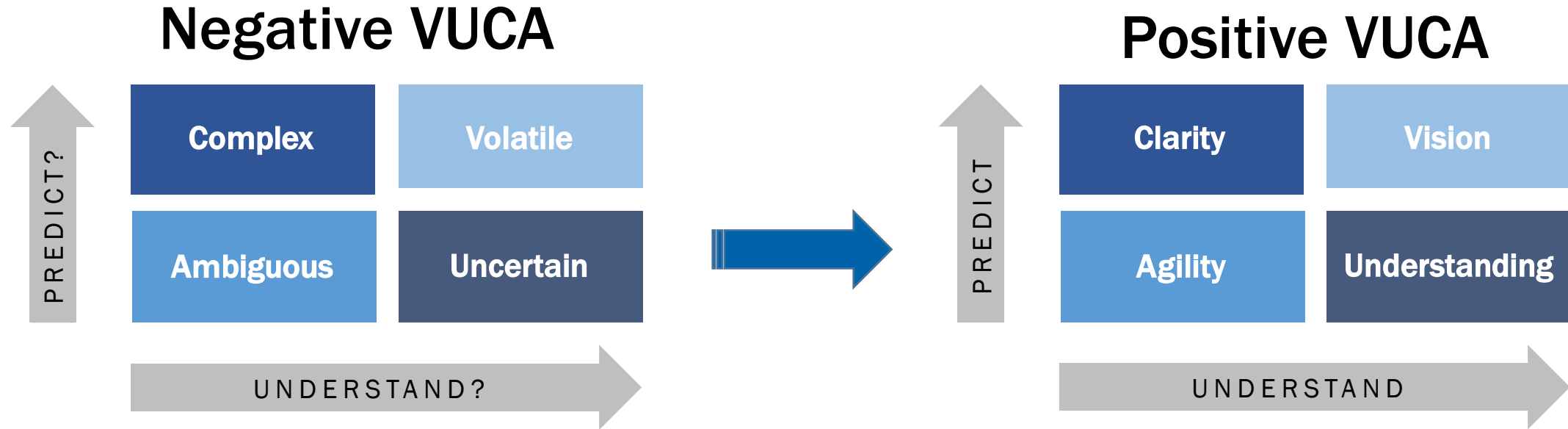
## Negative VUCA



## Positive VUCA



# VUCA Strategy Lens for the Innovation Portfolio



## WHAT IF: PRESSURE TEST YOUR PORTFOLIO USING VUCA

Pressure Test	Against	To Ensure
1. Business Eco-System	Volatility	Vision
2. Competitive Landscape	Uncertainty	Understanding
3. Organization & Capabilities	Complexity and Ambiguity	Clarity & Agility

# Continuous Design Thinking for New Product Innovation



Empathize



Ideate



Define



Evaluate



Prototype

**Design Thinking and Agile share many traits:**

- Customer focus
- Rapid iteration
- Empowered Teams

*Design Thinking* is laser focused on  
**PROBLEM FINDING**

***Design Thinking*** not only for early prototyping ....

But used throughout the program lifecycle when the problem is not at all clear!

# The New Innovation Practice S-Curve

Tools and Ways of Working that minimize the traditional trade-offs

**DISCIPLINED**  
*creativity*



*creative*  
**DISCIPLINE**



**STRATEGY &  
PORTFOLIO**

## **VUCA Strategy Lens**

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## **Dual Portfolio**

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**PROGRAMS**

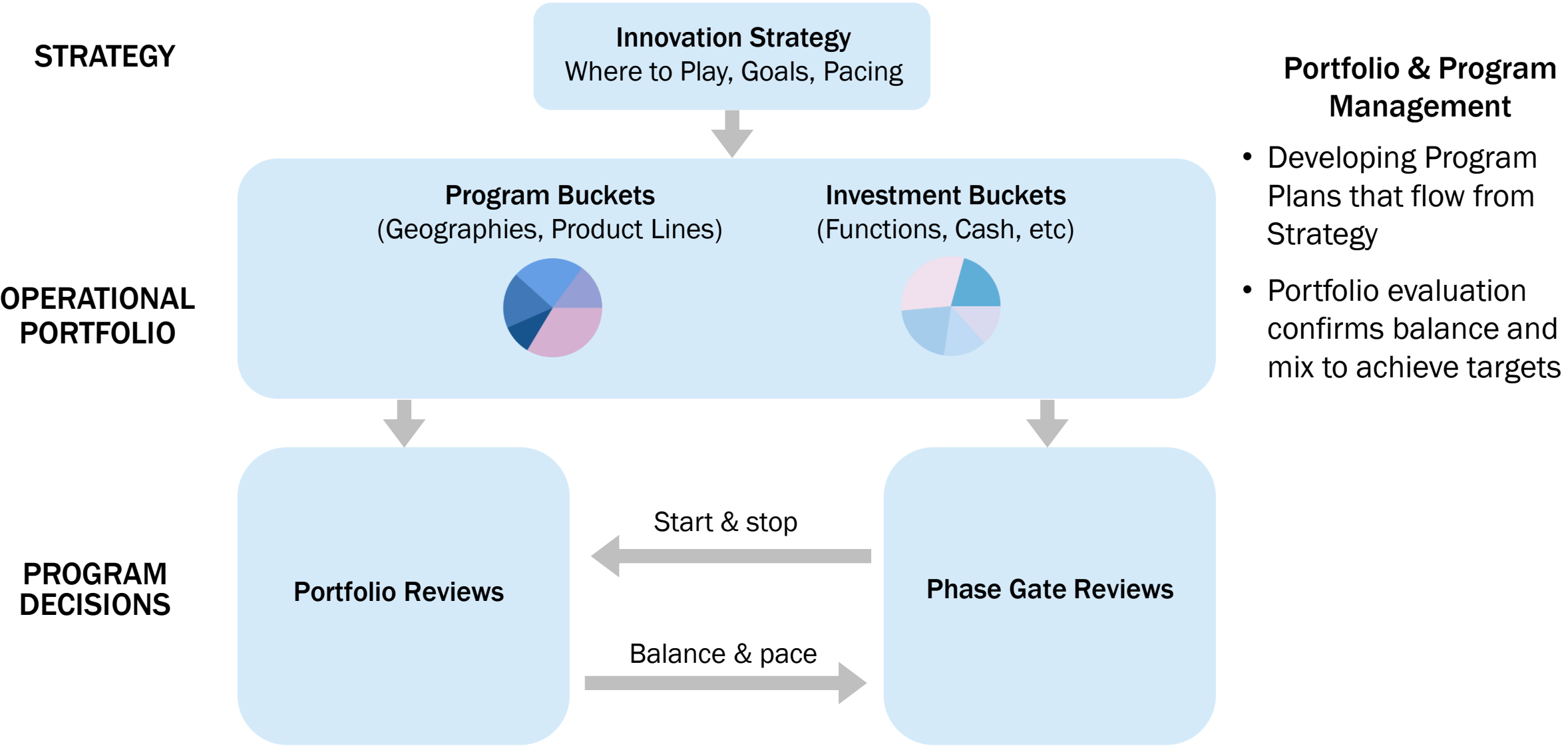
## **Continuous Design Thinking**

- Bring the customer and Consumer into the innovation process

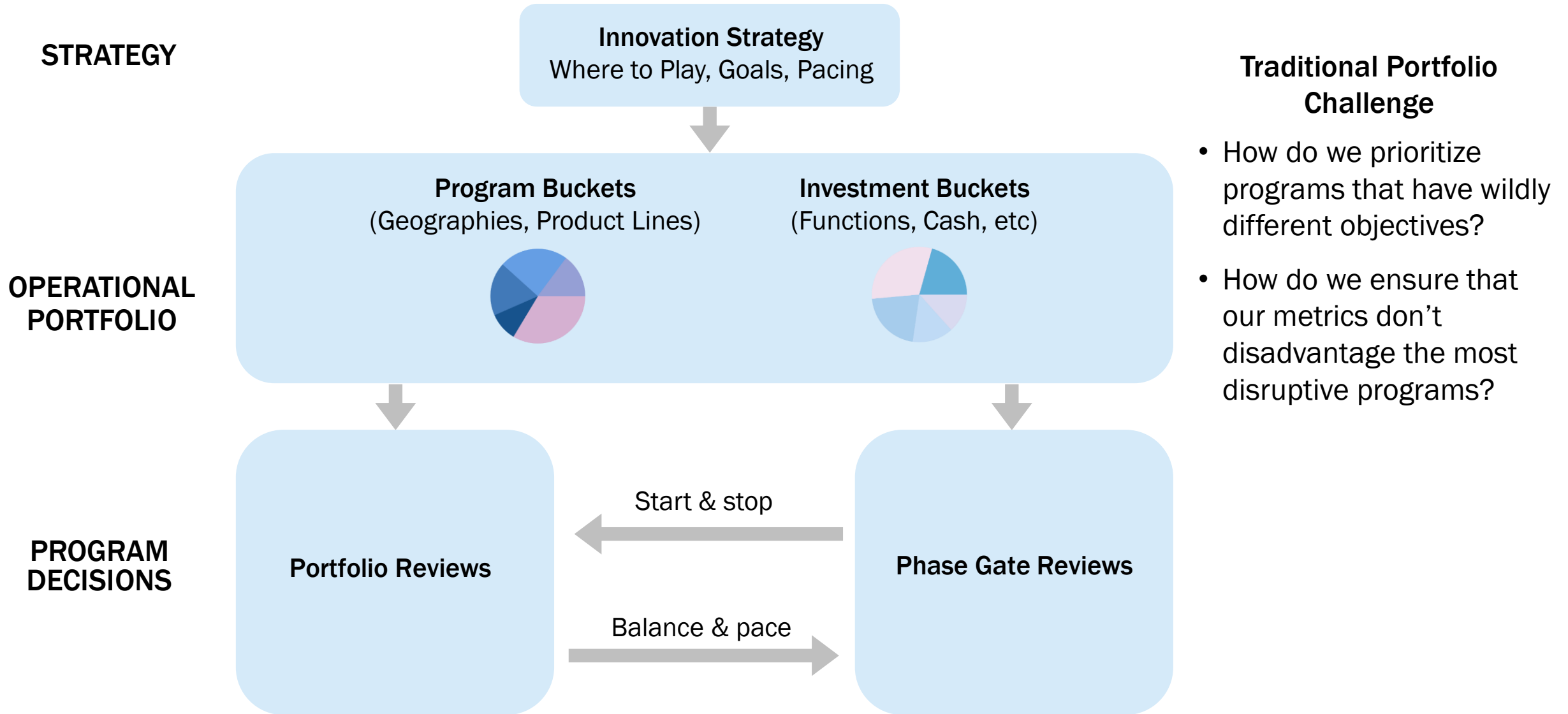
## **AGILE Team Discipline**

- Fast cycle, iterative development
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# Dual Portfolio for New Product Innovation

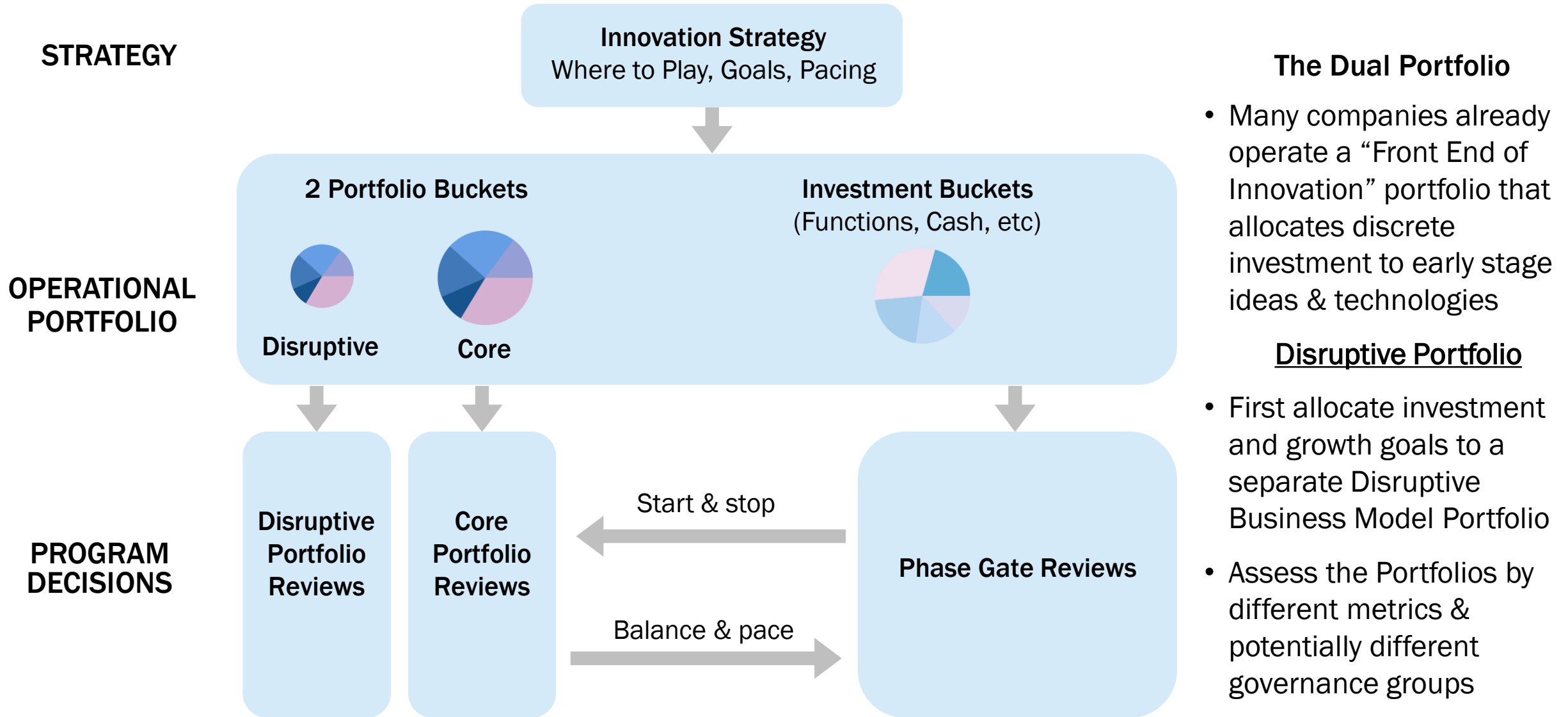


# Dual Portfolio for New Product Innovation





# Dual Portfolio for New Product Innovation



# Agile Team Operational Discipline @ Scale

Do the right thing, the right way, every time

## Prioritization

The “right thing to do” is understood through:

- Strategic Framework
- Goals & Objectives
- Transparency

## Rigor

The “right way” is driven through:

- Process and Tool Consistency
- Decision Rights
- Guardrails

## Verification

Trust that “the right thing” and “the right way” happens “every time” requires:

- Personal Accountability
- A Track Record of Positive Outcomes
- Review Cadence

# The New Innovation Practice S-Curve

Tools and Ways of Working that minimize the traditional trade-offs

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*creativity*



*creative*  
**DISCIPLINE**



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# Webcasts

## Upcoming:



**Future Fit Strategy: A New Approach to Collaborative Work**

March 10, 2021 04:00 PM CET [16:00] (Brussels)

## On-Demand:



**Serial Innovators: Manage and Unleash Them for Impact**

January 26, 2021

For more information contact:

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