

BUILDING CULTURES OF INNOVATION

*TATYANA MAMUT, PHD
& KATE PIPER, MBA*

DEVELOPED WHILE AT IDEO...
THANK YOU, IDEO!

***THERE'S NO RECIPE FOR
BUILDING INNOVATIVE
ORGANIZATIONS***



INNOVATION ELEMENTS

DIRECTION

MOTIVATION

INSPIRATION

COLLABORATION

EXPERIMENTATION

LEARNING

AGILITY

PRIORITIZATION

INNOVATION ELEMENTS



DIRECTION

MOTIVATION

INSPIRATION

COLLABORATION

VISION THAT DRIVES INNOVATION, ARTICULATED & SUPPORTED FROM THE TOP

EXPERIMENTATION

LEARNING

AGILITY

PRIORITIZATION

INNOVATION ELEMENTS

DIRECTION

MOTIVATION

INSPIRATION

COLLABORATION

EMPLOYEE DRIVE TO GO ABOVE & BEYOND DAY-TO-DAY TASKS

EXPERIMENTATION

LEARNING

AGILITY

PRIORITIZATION

INNOVATION ELEMENTS

DIRECTION

MOTIVATION

INSPIRATION

COLLABORATION

SEEKING NEW IDEAS FROM OUTSIDE THE ORGANIZATION

EXPERIMENTATION

LEARNING

AGILITY

PRIORITIZATION

INNOVATION ELEMENTS

DIRECTION

MOTIVATION

INSPIRATION

COLLABORATION

WORKING TOGETHER ACROSS FUNCTIONS & BACKGROUNDS

EXPERIMENTATION

LEARNING

AGILITY

PRIORITIZATION

INNOVATION ELEMENTS

DIRECTION

MOTIVATION

INSPIRATION

COLLABORATION

QUICK CYCLES OF PROTOTYPING, TESTING & ITERATION

EXPERIMENTATION

LEARNING

AGILITY

PRIORITIZATION

INNOVATION ELEMENTS

DIRECTION

MOTIVATION

INSPIRATION

COLLABORATION

GENERATION OF NEW PROVOCATIONS, INSIGHTS, AND QUESTIONS

EXPERIMENTATION

LEARNING

AGILITY

PRIORITIZATION

INNOVATION ELEMENTS

DIRECTION

MOTIVATION

INSPIRATION

COLLABORATION

ABILITY FOR THE ORGANIZATION TO EVOLVE ITSELF QUICKLY TO TAKE ON NEW CHALLENGES

EXPERIMENTATION

LEARNING

AGILITY

PRIORITIZATION

INNOVATION ELEMENTS

DIRECTION

MOTIVATION

INSPIRATION

COLLABORATION

ONGOING RESOURCE ALLOCATION & DECISION-MAKING THAT MOVE NEW IDEAS TO IMPLEMENTATION

EXPERIMENTATION

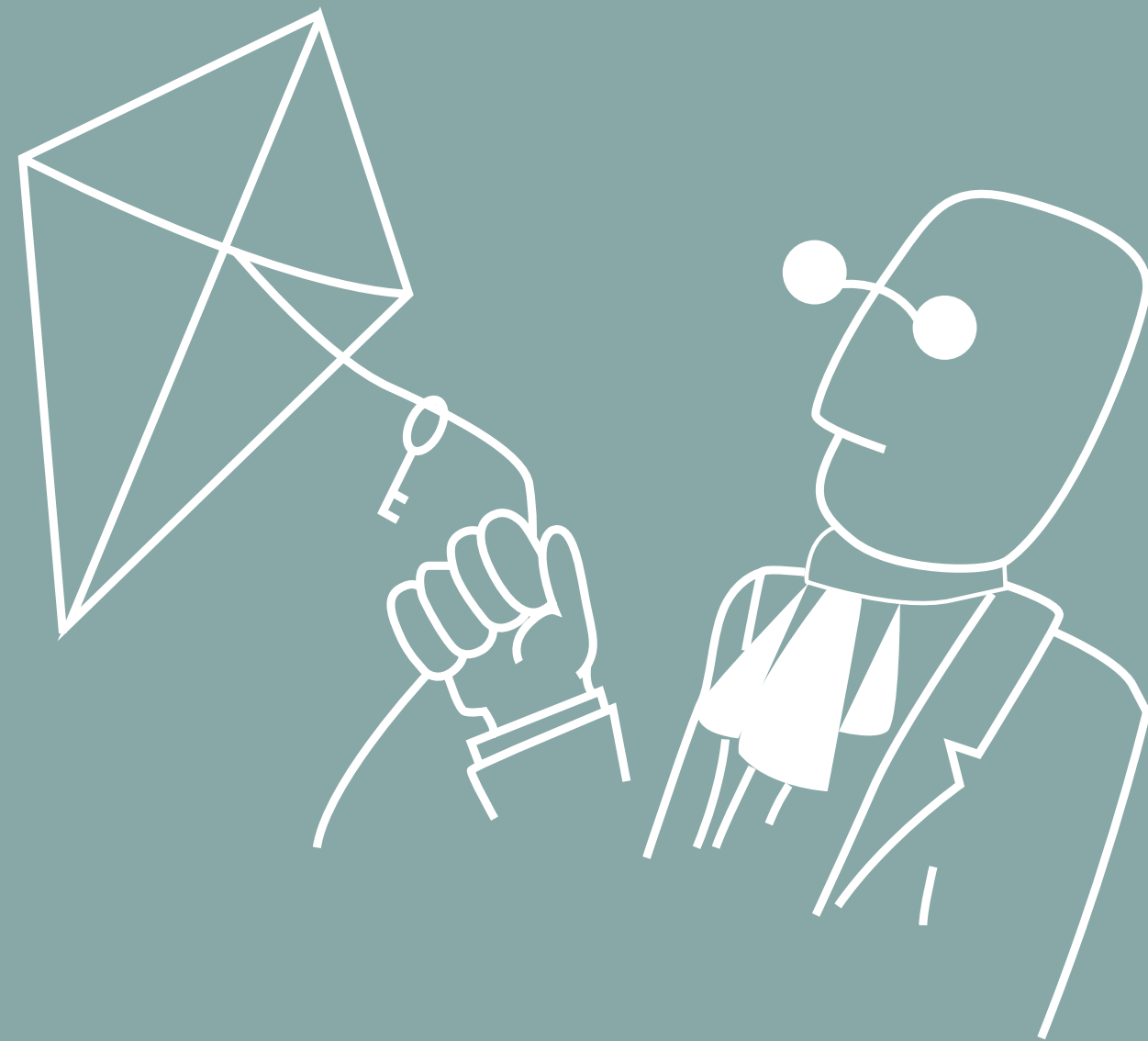
LEARNING

AGILITY

PRIORITIZATION

— INNOVATOR ARCHETYPES —

VISIONARY



“INNOVATION FROM THE TOP”

EXAMPLES:

(APPLE), TESLA, BRIDGEWATER

**ADVANTAGES: ABILITY TO MAXIMIZE
EFFICIENCY AND INNOVATION**

**PITFALLS: WITHOUT THE LEADER, THE
ORGANIZATION IS IN DANGER**

TINKERER



“LET 1,000 FLOWERS BLOOM”

**EXAMPLES:
(XEROX PARK), 3M, BETABRAND**

**ADVANTAGES: HIGH ENGAGEMENT
AND LOTS OF IDEAS, DISRUPTIVE
IDEAS CAN EMERGE FROM WITHIN
PITFALLS: INITIATIVES CAN BE
FRAGMENTED AND DISORGANIZED**

EXPLORER



“GOOD AT THE D IN R&D”

EXAMPLES:

PAYPAL, SALESFORCE, ABINBEV

ADVANTAGES: BRING IN PROVEN TECHNOLOGY

PITFALLS: CAN BE TOO RELIANT ON OTHERS AND EVENTUALLY LOSE FOCUS

NAVIGATOR



“LET A DOZEN FLOWERS BLOOM”

EXAMPLES:

AMAZON, NETFLIX, (ALPHABET?)

**ADVANTAGES: COORDINATED
INNOVATION BASED ON STRATEGIC
GOALS**

**PITFALLS: HINGES ON TALENTS OF
EXECUTIVE TEAM**

*TAKE A LOOK AT YOUR
ORGANIZATION.*

*DOES IT RESEMBLE AN
INNOVATOR ARCHETYPE?*

*DOES IT SEEM TO BE A
HEALTHY ARCHETYPE?*

CRAFTING ORGANIZATIONAL EXPERIMENTS

*WHAT CAN WE DESIGN TO
CHANGE THE CULTURE OF AN
ORGANIZATION — AND MAKE
IT MORE AGILE AND
INNOVATIVE?*

WHAT CAN WE DESIGN TO CHANGE OUR CULTURE? (4S MODEL)

STORY

A compelling vision of the future and our place in it

STRUCTURE

The way people are organized and governed

SYSTEMS

Formal and informal work processes and tools

SKILLS

The human talents we have access to

STORY

A COMPELLING VISION OF THE FUTURE AND OUR PLACE IN IT

STORYTELLING MODELS: COMMON MODES OF TELLING STORIES IN ORGANIZATIONS

TOP DOWN

TOP EXECUTIVES COMMUNICATE TO EMPLOYEES, FOR EXAMPLE VIA CREATING A VIDEO, HOSTING A TOWN HALL CONVERSATION, OR SENDING EMAILS.

INCLUSIVE

HOST A CONVERSATION AND CAPTURE COMMON THEMES, FOR EXAMPLE VIA AN ONLINE COMMUNITY.

IMMERSIVE

CREATE AN IMMERSIVE EXPERIENCE TO TELL A STORY, FOR EXAMPLE A GALLERY SPACE IN THE OFFICE.

EXPERIENTIAL

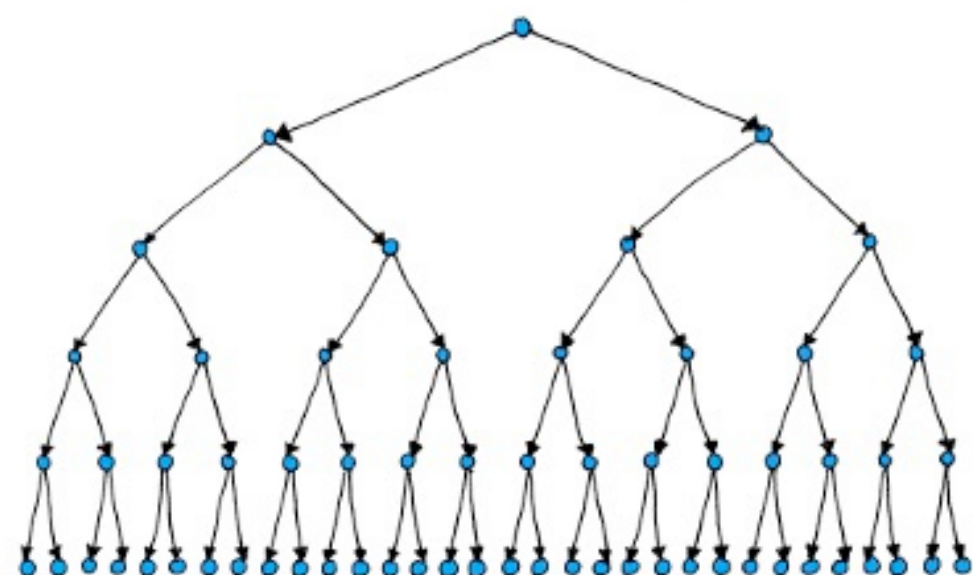
CREATE A LIVED EXPERIENCE THAT COMMUNICATES THE DESIRED STATE, FOR EXAMPLE WARGAME OR IMMERSION WITH CUSTOMERS.



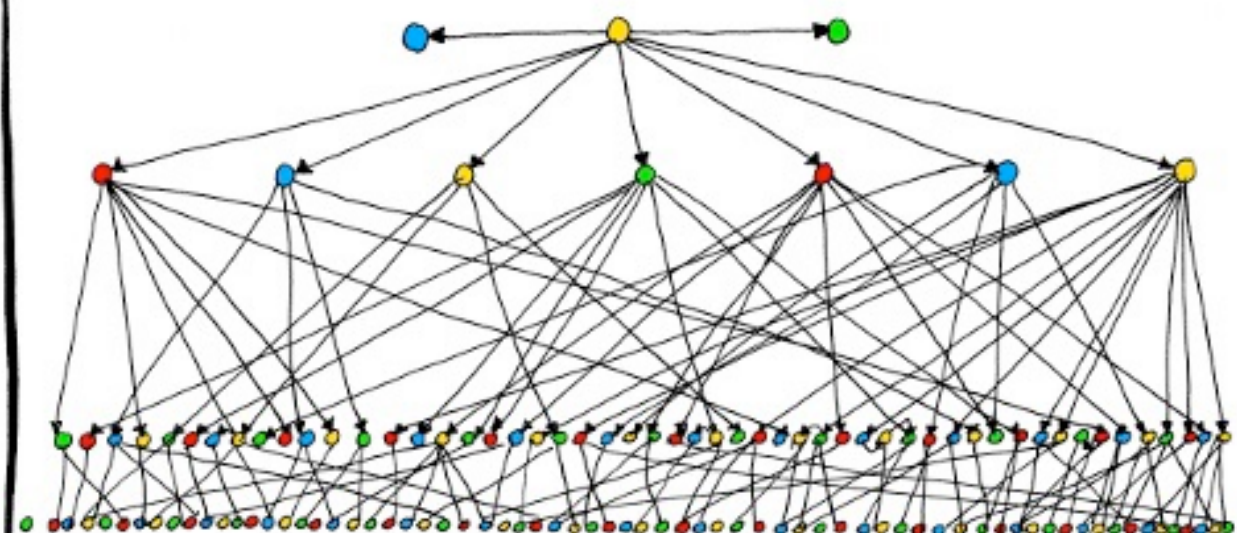
STRUCTURE

THE WAY PEOPLE ARE ORGANIZED AND GOVERNED

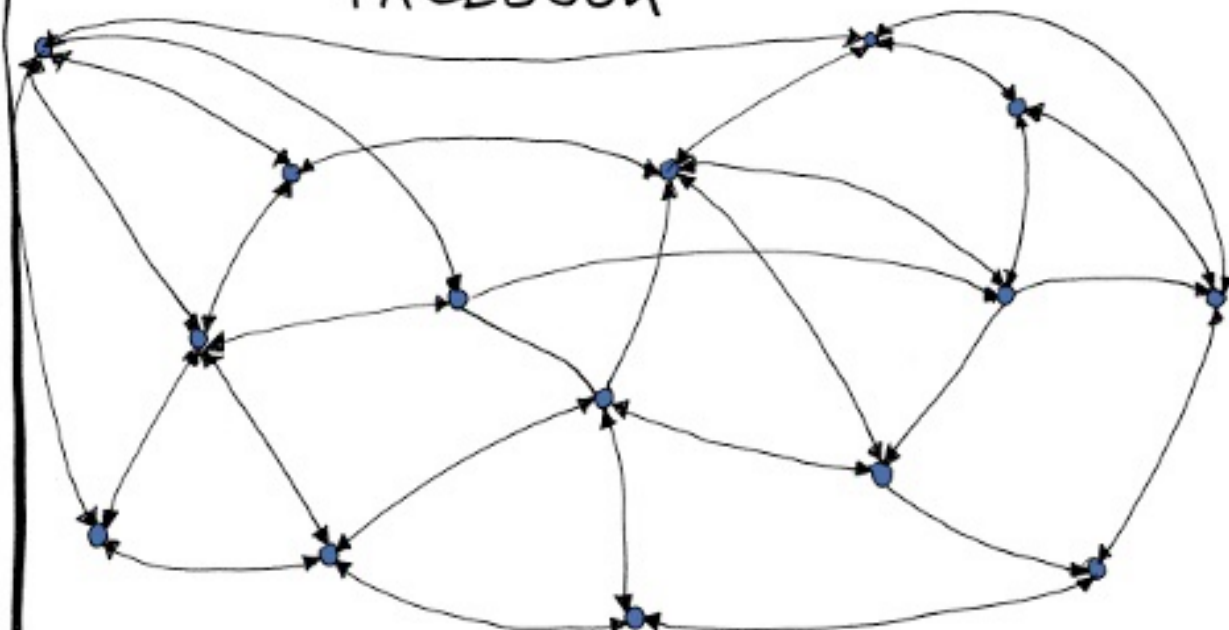
AMAZON



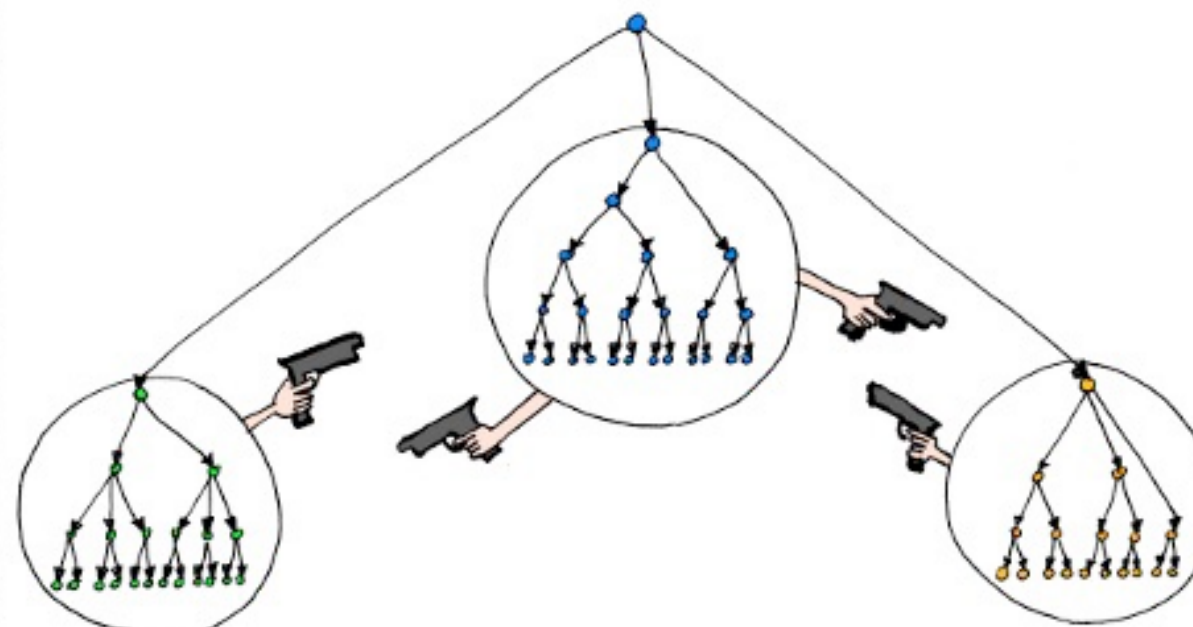
GOOGLE



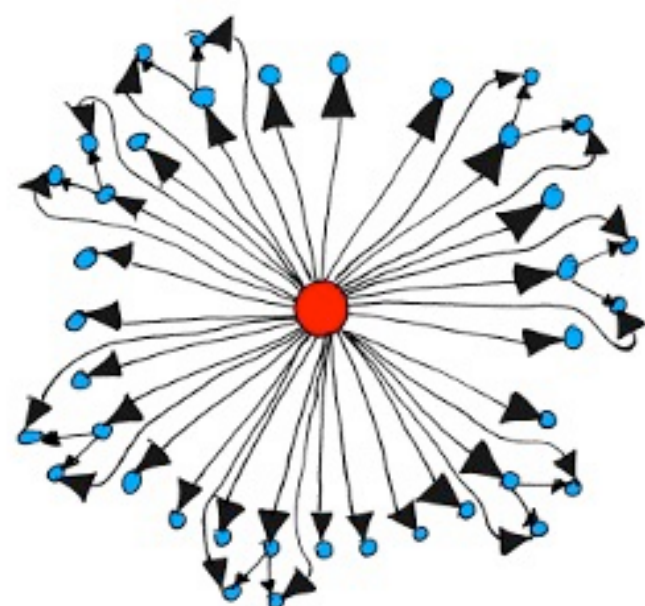
FACEBOOK



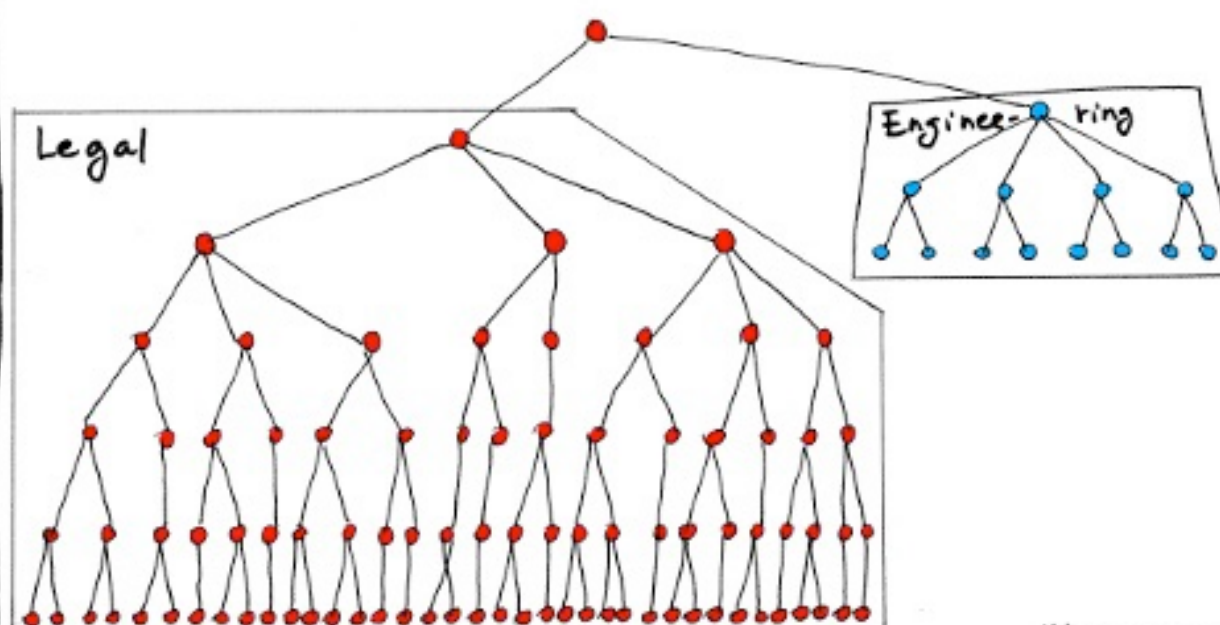
MICROSOFT



APPLE



ORACLE



STRUCTURE

THE WAY PEOPLE ARE ORGANIZED AND GOVERNED

INNOVATION PATTERNS: COMMON MODELS FOR STRUCTURING FOR INNOVATION EFFORTS

INCUBATE

CREATE A NEW DEPARTMENT OR CAPABILITY THAT IDENTIFIES, INSPIRES, SHEPHERDS AND INCUBATES INNOVATION (INTUIT, FORD, ABI BEER GARAGE)

SPIN-OFF

BUILD A STAND-ALONE BUSINESS OR SPIN-OFF TO DEVELOP INNOVATIVE AND DISRUPTIVE BUSINESSES (DITTO, BOLD ITALIC)

INTEGRATE

MAKE INNOVATION EVERYONE'S JOB AND CREATE NEW PROCESSES TO ENABLE INNOVATION IN MANY PLACES WITHIN THE ORGANIZATION (AMAZON, 3M, LIFE TECHNOLOGIES)

OUTSOURCE

CREATE A FUND TO INVEST IN NEW IDEAS OR HIRE CONSULTANTS TO DEVELOP NEW IDEAS AND THE PROCESS TO IMPLEMENT AND SCALE THESE IDEAS (CONAGRA, P&G CONNECT AND DEVELOP, MAYO CLINIC VENTURES)

6 Ways Amazon Web Services Does Things Differently From 'Old Guard' Enterprise Vendors

by Kevin McLaughlin on August 10, 2015, 10:15 am EDT

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6. Building For Speed

Amazon has built its business for speed, and that's evident in the way AWS develops products and services. One of the ways AWS does this is by organizing itself into autonomous product teams that include both technology-related and non-technology-related resources, said Jassy.

"It takes the right type of organizational structure, and you need the right types of leaders, and the right types of people," Jassy said. "You need the mechanisms to inspect how quickly you're delivering, and to be continually looking at problems, and how you can actually break problems apart to move more quickly.

"I think we built a real culture on the team around bias for action and iterating and delivering really quickly for our customers. You can say you want to deliver quickly, but to do it isn't so easy," said Jassy.

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SYSTEMS

FORMAL AND INFORMAL WORK PROCESSES AND TOOLS

**RESOURCE
ALLOCATION**

HOW ARE MONEY,
TIME, AND PEOPLE
DISTRIBUTED ACROSS
DIFFERENT PRIORITIES
IN AN ORGANIZATION?

**DECISION
MAKING**

HOW ARE DECISIONS
MADE ABOUT WHICH
PROJECTS AND
INITIATIVES MOVE
FORWARD? WHO HAS THE
POWER TO DEVELOP AND
TRY OUT NEW IDEAS?

COMMUNICATION

HOW DO PEOPLE
COMMUNICATE WITH
EACH OTHER AND
EXTERNAL PARTNERS
IN THE
ORGANIZATION?

**PRODUCT
DEVELOPMENT
PROCESS**

HOW ARE NEW IDEAS
CREATED, DEVELOPED,
PROTOTYPED, AND
MARKETED?

SPACE

WHAT DOES THE
WORKSPACE LOOK LIKE
AND HOW DOES IT FRAME,
ENABLE, AND NUDGE THE
BEHAVIORS AND BELIEFS
OF EMPLOYEES,
LEADERS, AND
CUSTOMERS?

Why Amazon forces its developers to write press releases



Jillian D'Onfro



Mar. 12, 2015, 10:55 AM 🔥 10,982

Amazon Web Services — the company's massive cloud computing business — released more than 500 new products last year.

For every single one, Amazon followed an unconventional development process, AWS SVP Andy Jassy revealed at a recent Macquarie Research summit.

Before Amazon developers write a single line of code, they have to write the hypothetical product's press release and FAQ



AWS SVP Andy Jassy Amazon



Consumer Financial
Protection Bureau



SKILLS

THE HUMAN TALENTS WE HAVE ACCESS TO

THE TALENT LIFECYCLE: THE FACTORS THAT CAN BE DESIGNED FOR WITHIN AN ORG RELATED TO TALENT

**BUILDING
NETWORKS**

**ATTRACTING
TALENT**

**SELECTING
+ HIRING**

**GROWTH
+ LEARNING**

**MOTIVATING/
REWARDING**

**MEASURING/
EVALUATING**

**SAYING
GOODBYE**

**STAYING IN
TOUCH**



Experience

Director of Strategy and Innovation

Thermo Fisher Scientific (Life Technologies)

January 2013 – April 2015 (2 years 4 months)

ThermoFisher
SCIENTIFIC

Director, Product Management

Life Technologies

January 2011 – December 2012 (2 years)

ThermoFisher
SCIENTIFIC

Innovation Leader

Life Technologies

January 2010 – December 2010 (1 year)

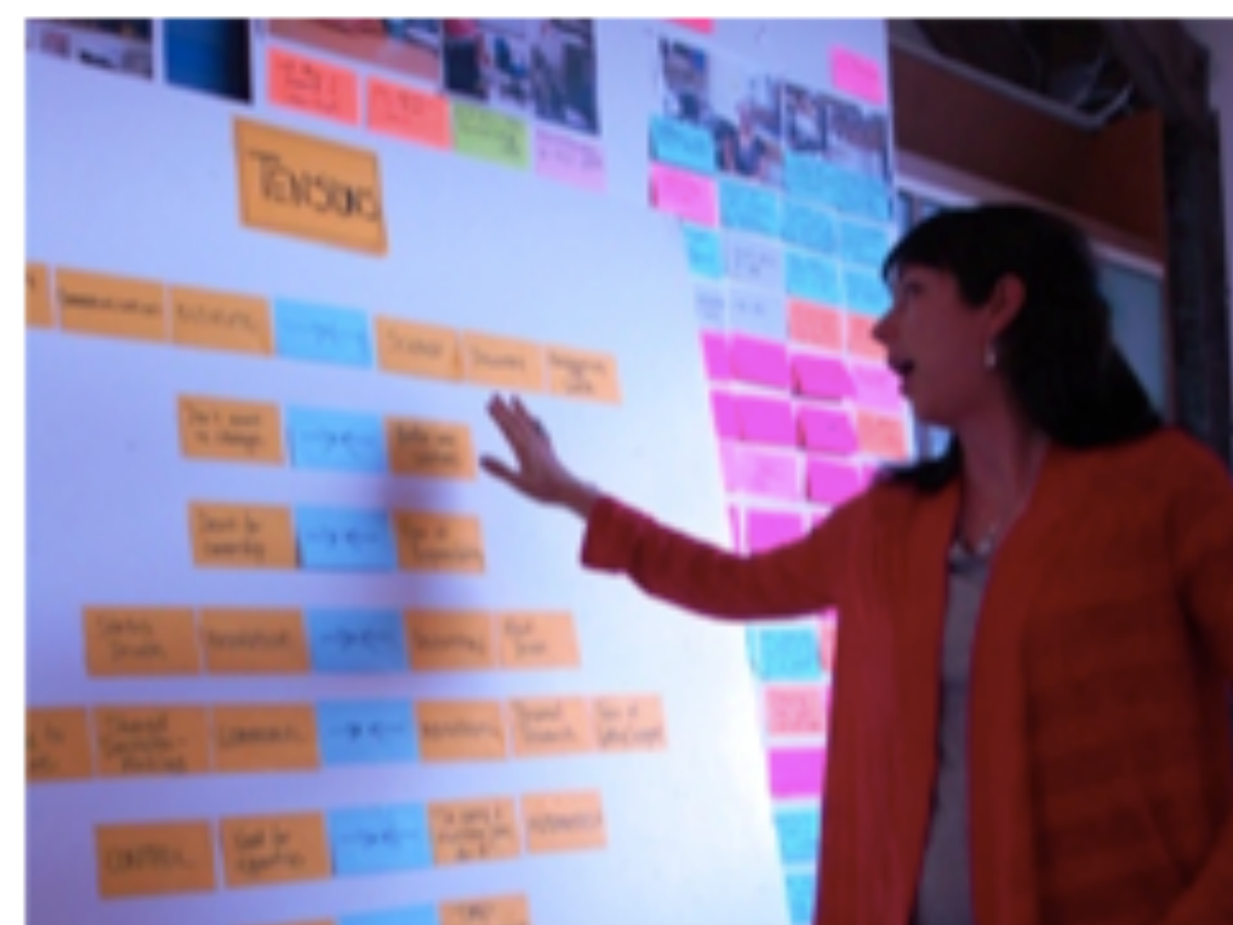
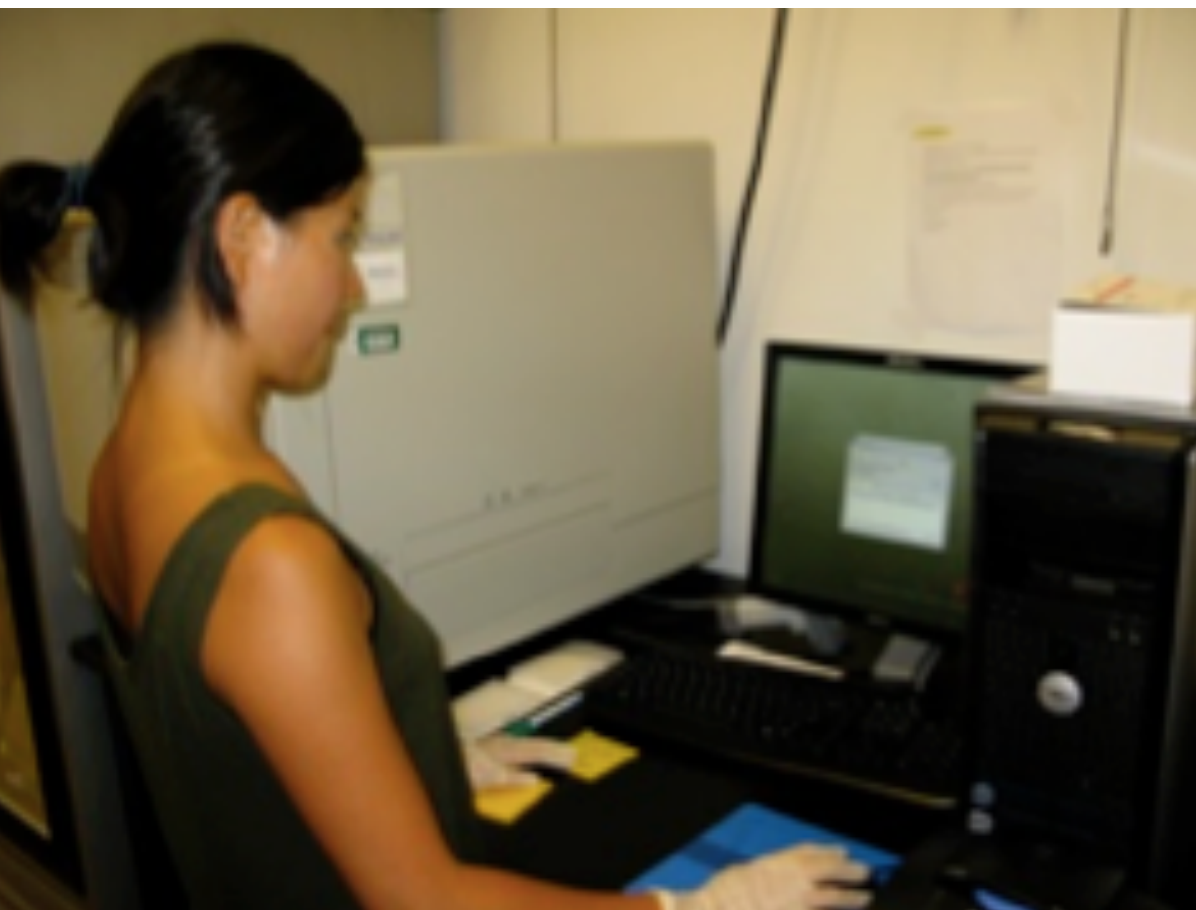
ThermoFisher
SCIENTIFIC

Led cross-functional team to develop foundational understanding of customer needs to enhance customer experience and loyalty. This led to a multi-generational product roadmap.

Drove strategic change within organization to develop customer-centric eBusiness solution to drive operational efficiencies and customer satisfaction

Developed social media strategy for qPCR and launched new qPCR online community

Developed new web interface for qPCR that doubled click-through rate to product pages, decreased site abandonment by 18% and increased interaction with page by 28%



DO SOMETHING SMALL THIS WEEK.

LEARN.

DO SOMETHING BIGGER NEXT WEEK.

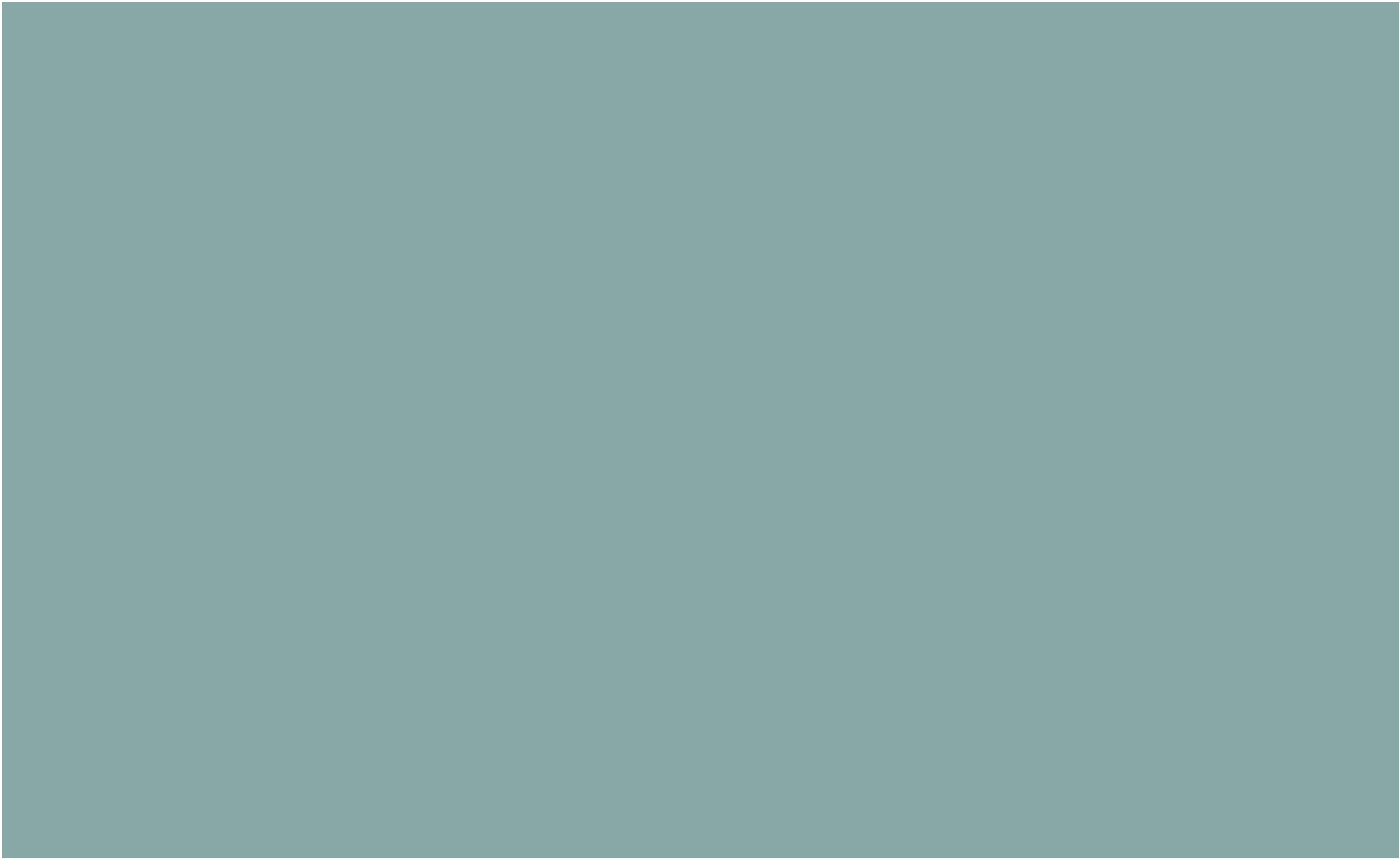
LEARN.

REPEAT.

THANK YOU!

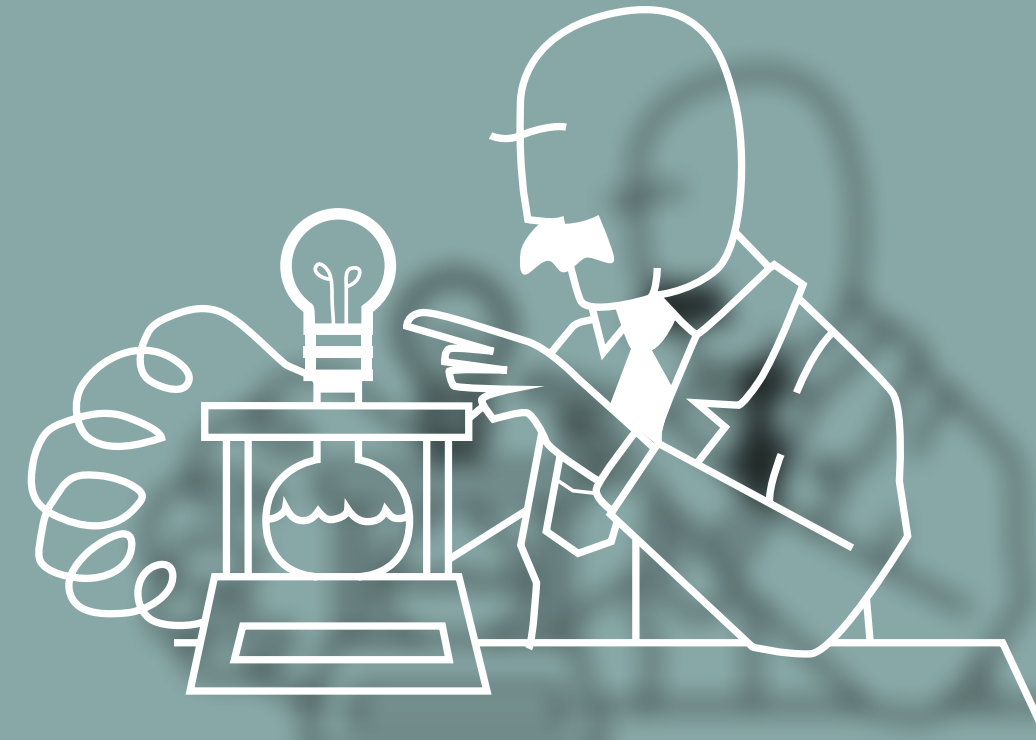
*TATYANA MAMUT, PHD
TATYAMAMUT@GMAIL.COM*

*(YOU CAN ACCESS THIS DECK
ON MY LINKEDIN PAGE)*

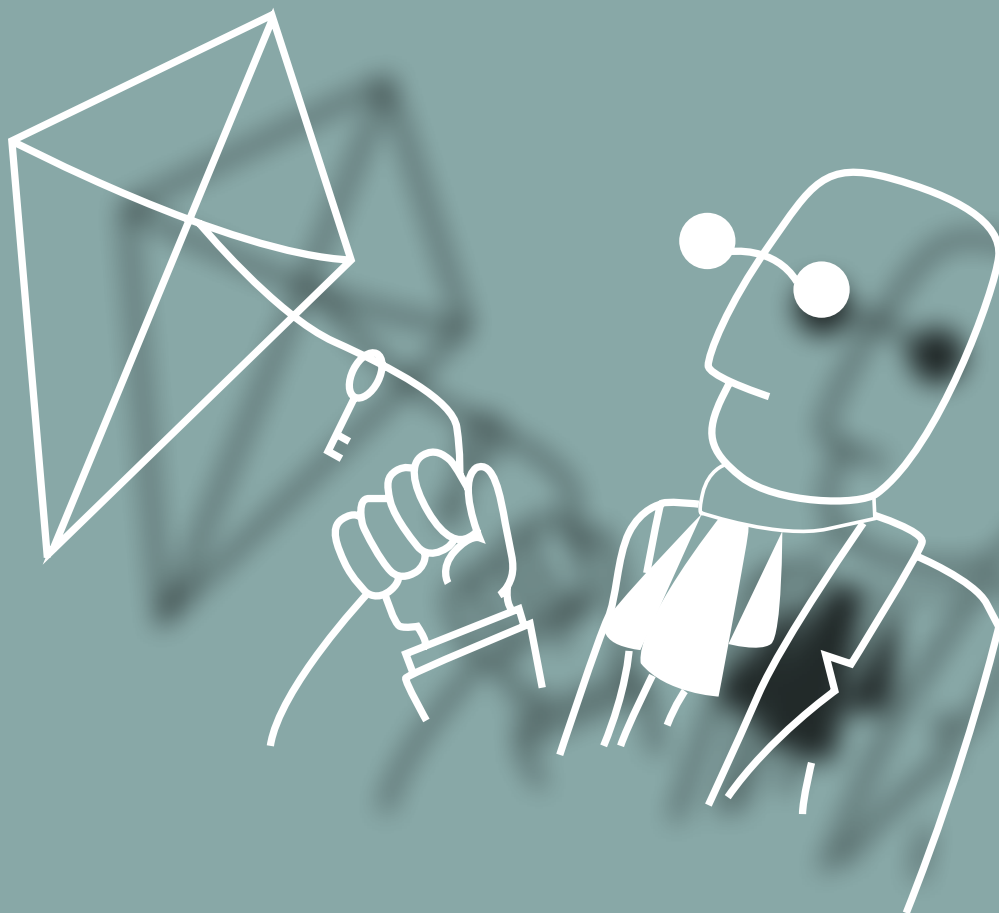




NAVIGATOR/GRANDSTANDER



TINKERER/MAD SCIENTIST



VISIONARY/AUTOCRAT

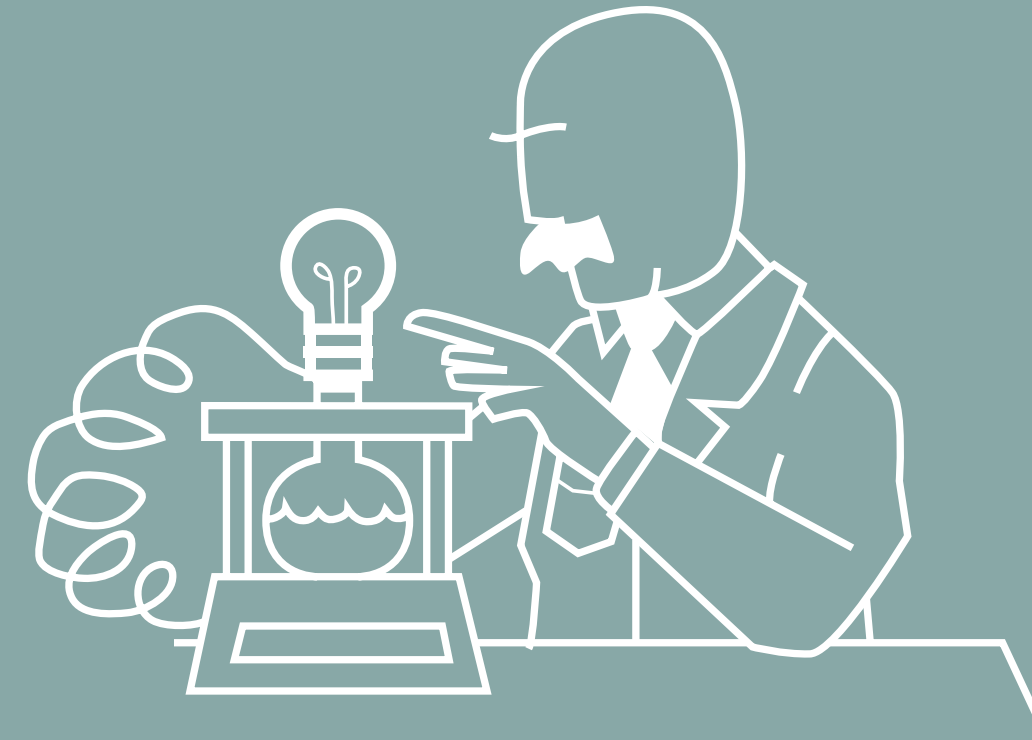


EXPLORER/NOMAD

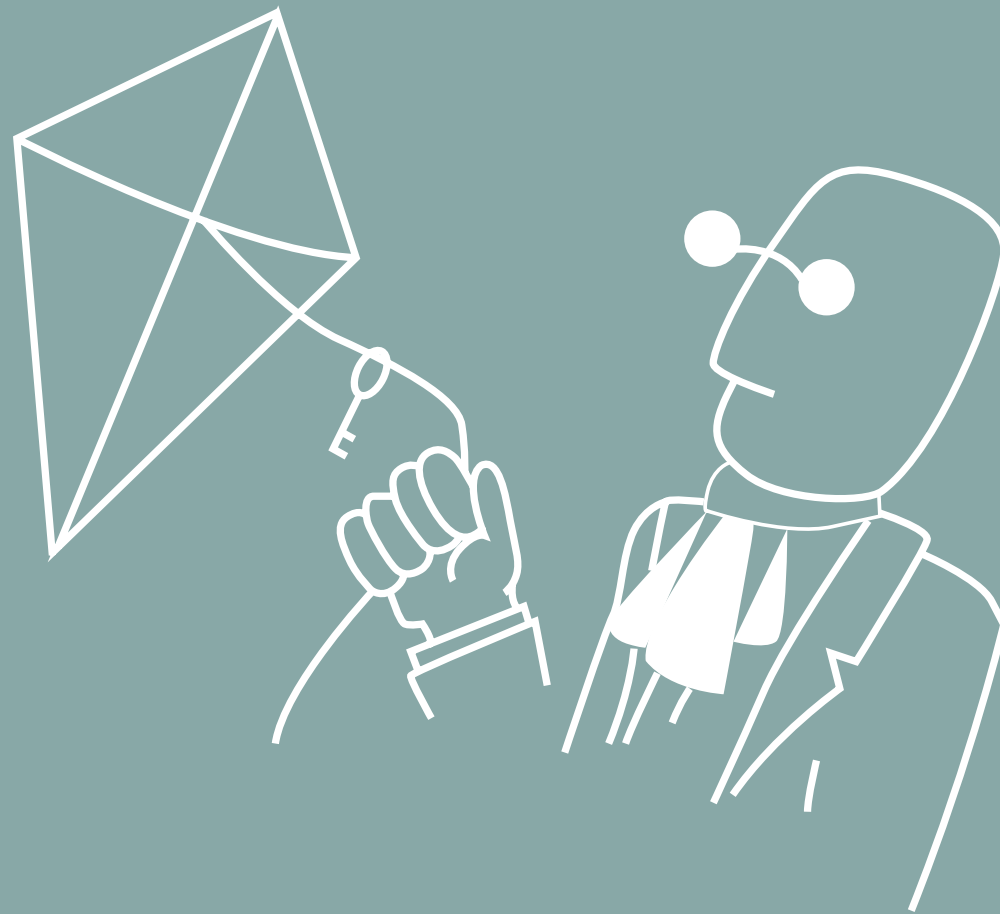
TOLERANCE FOR PRODUCT RISK



NAVIGATOR



TINKERER



VISIONARY

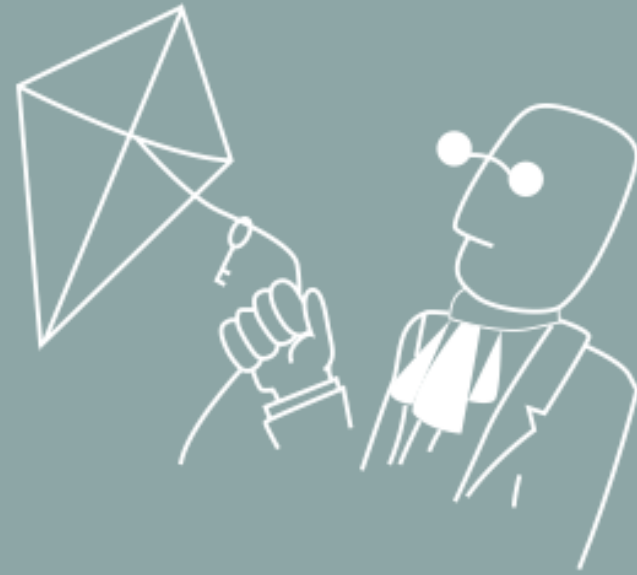


EXPLORER

TOLERANCE FOR ORG RISK

*PICK ONE INNOVATION
ELEMENT YOU WOULD LIKE
TO BUILD IN YOUR ORG, AND
DESIGN 2-3 EXPERIMENTS
YOU CAN RUN WITH YOUR
ORGANIZATION*

Visionary



“Innovation from the Top”

Examples:
Virgin, Louis Vuitton, Tesla

Advantages: Ability to maximize efficiency and innovation
Pitfalls: Without the leader, the organization is in danger

Tinkerer



“Let 1,000 Flowers Bloom”

Examples:
Google, 3M, Whole Foods, Xerox PARC

Advantages: High engagement and lots of ideas, disruptive ideas can emerge from within
Pitfalls: Initiatives can be fragmented and disorganized

Explorer



“Good at the D in R&D”

Examples:
ABInbev, Samsung, Microsoft

Advantages: Bring in proven technology
Pitfalls: Can be too reliant on others and eventually lose focus

Navigator



“Let a Dozen Flowers Bloom”

Examples:
Amazon, Netflix, Treehouse, Intuit

Advantages: Coordinated innovation based on strategic goals
Pitfalls: Hinges on talents of executive team

“As you ‘age’ — even when you’re still a teenager like Google — you have to work hard to stay innovative,” Mr. Page wrote in the memo, which was obtained by The New York Times (Aug 10, 2015)