

The innovation imperative

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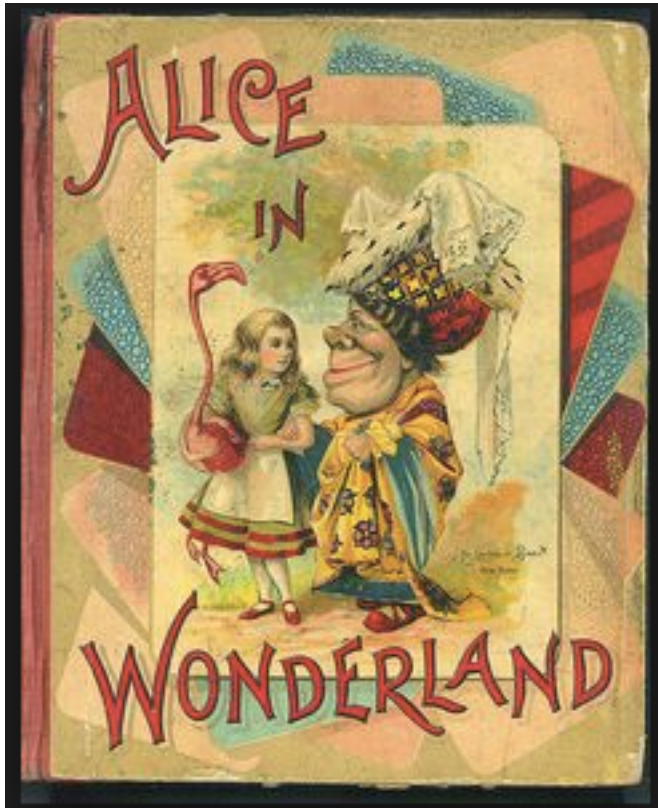


Innovation

Simplified model of the innovation process



Meet the Red Queen



Why it's hard playing chess with her

- She keeps changing the rules.....
- She keeps changing the game.....
- And this is normal in her world!!!!



Running a hard race....

"Well, in our country," said Alice, still panting a little, "you'd generally get to somewhere else — if you run very fast for a long time, as we've been doing."



.... but in 'Looking Glass' world....

"A slow sort of country!" said the Queen. "Now, here, you see, it takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!"

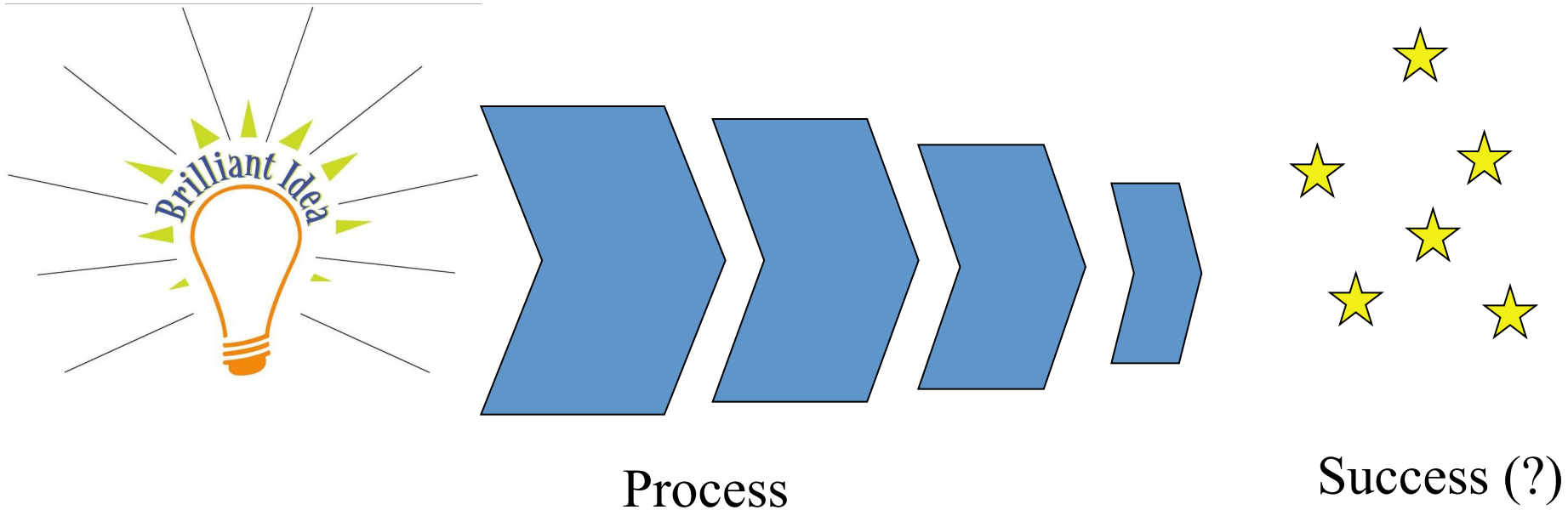


A metaphor for managing innovation

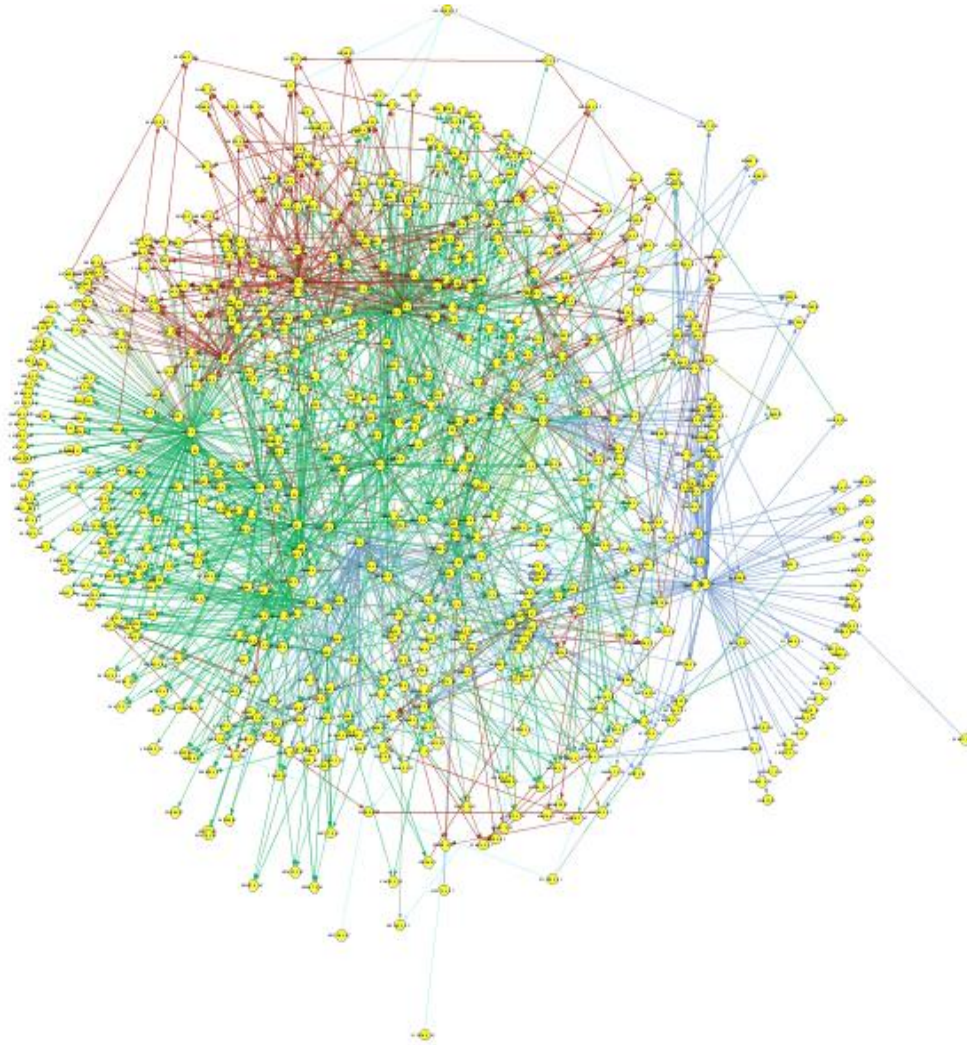
- Old problem, constantly changing context
- Multiple, simultaneous sources of change
- Can't trust to luck, need to *manage* innovation
- Need to build *dynamic capability* – ability to reset and revise our approach
- Need 'innovation model innovation'



How innovation happens...



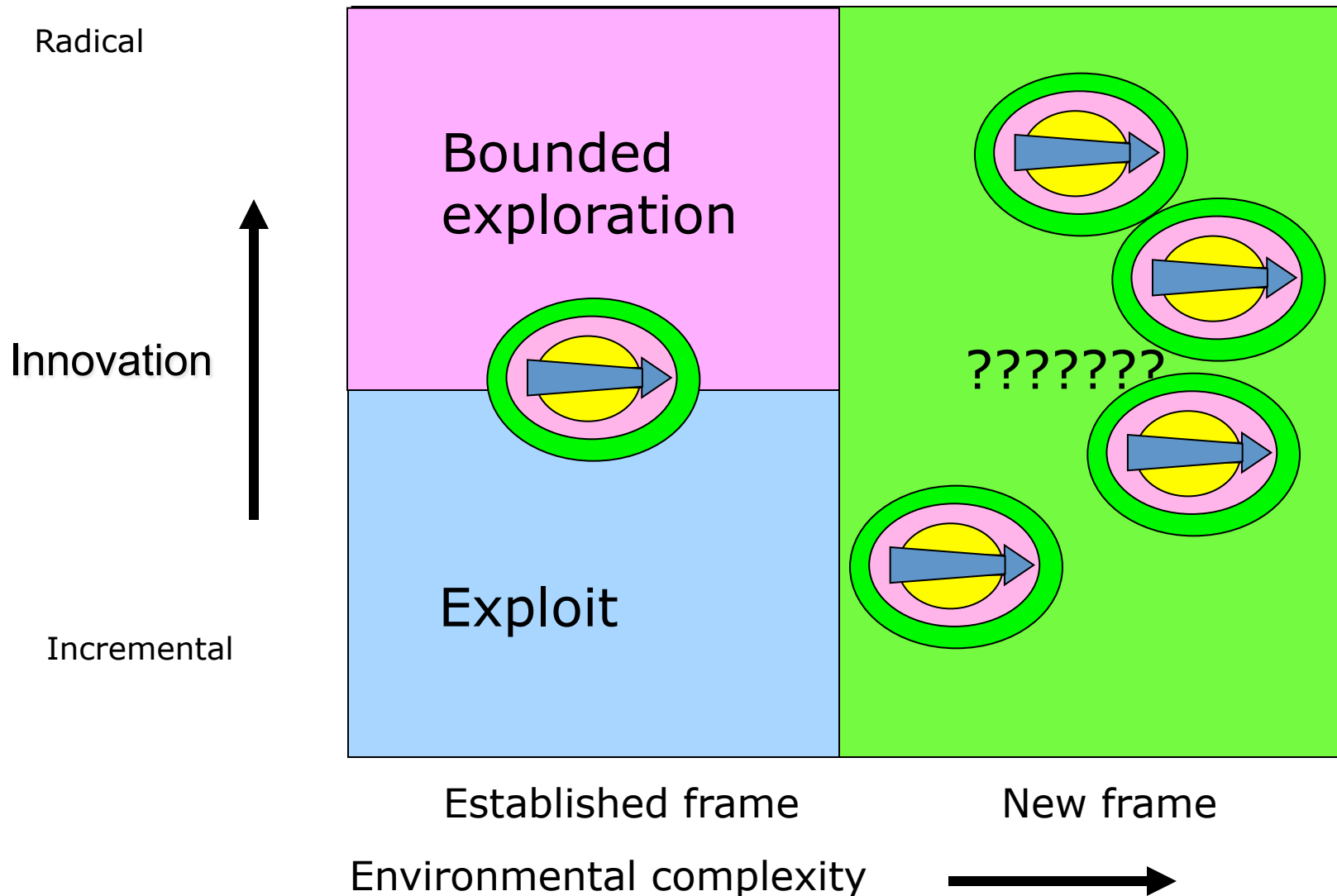
... how it really happens



Innovation management in spaghetti world

- it's a multi-player game – *open* innovation
- complex knowledge *flows*, not just knowledge creation
- *connection and interactivity* – inside and outside
- mix'n'match - '*recombinant*' innovation
- rich opportunity – but *how* to make it happen?
(brokers, bridges, gatekeepers, platforms....)
- need new and need multiple, parallel models

Framing the innovation challenge...



Strategies for Looking Glass World

- [Variety matching](#) – mobilize many minds
- [Entrepreneurial thinking](#) – searching, (re)combining, improvising, '*bricolage*'
- [Co-create in context](#) – user insights matter at front and back end of innovation
- [Probe and learn](#), experiment and intelligent failure
- Platform thinking – maximising value capture from knowledge

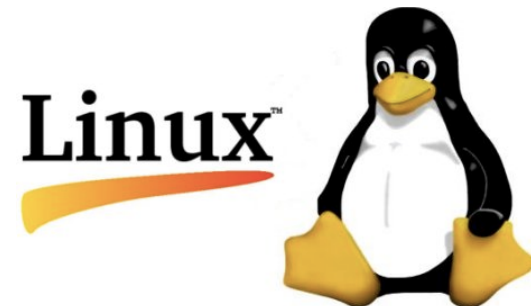
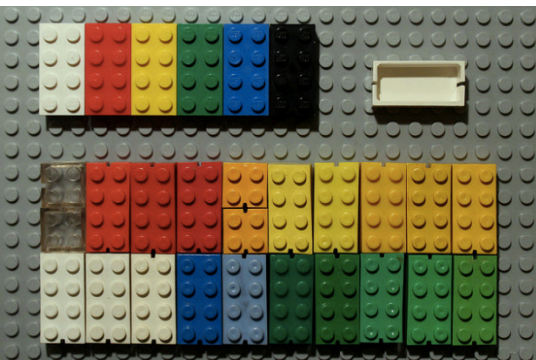
Platform thinking

- ‘we grow through what we know...’
- But how to work with knowledge in a connected world.....?
- Places where knowledge is shared, exchanged, recombined, traded,.....
- Knowledge intersection points, wellsprings of innovation



Platform innovation – maximising impact from knowledge

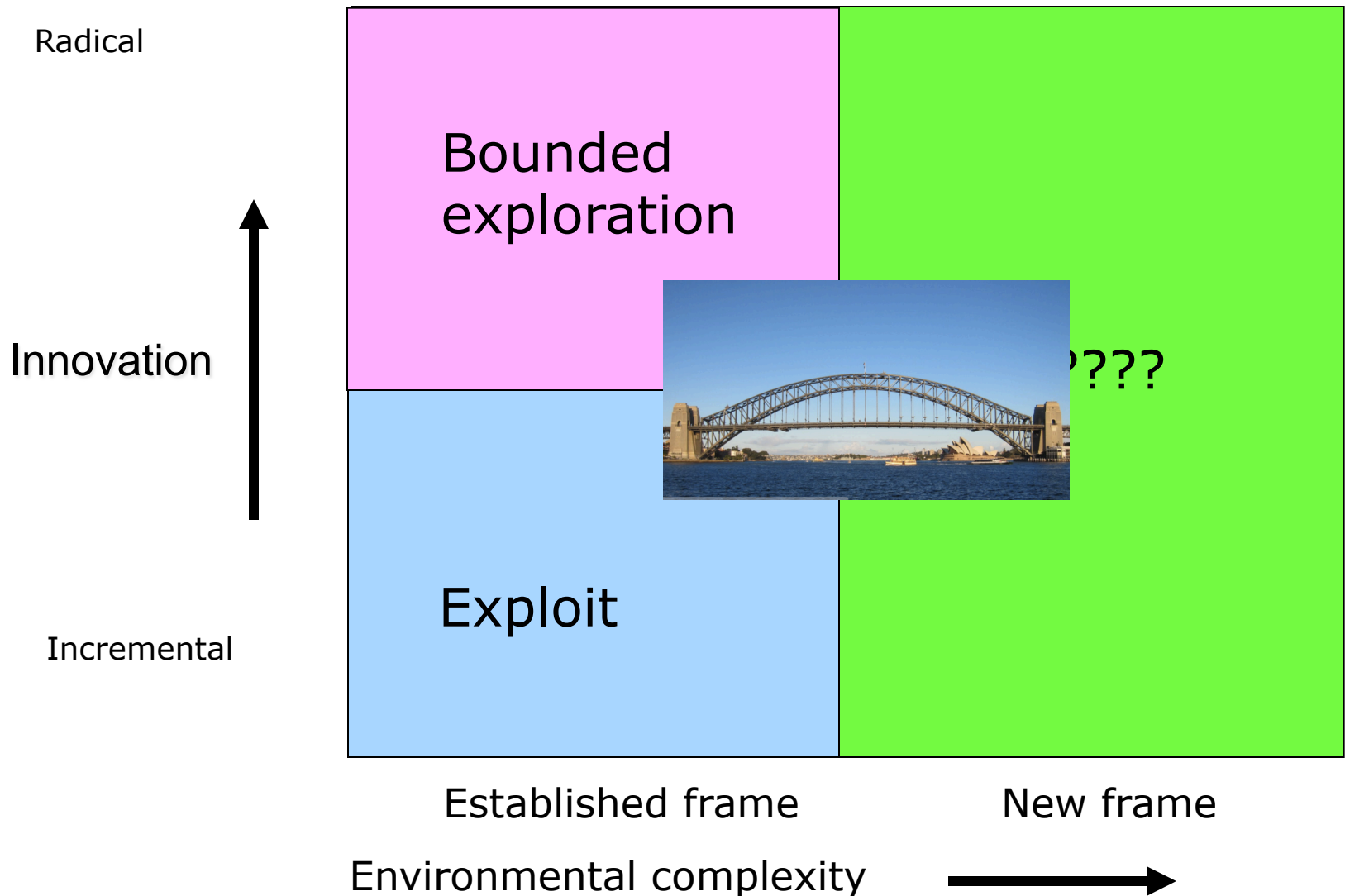
- Knowledge deployment platforms – Lego, Ferguson, systems thinking
- Knowledge collaboration platforms – inside and outside the organization
- Knowledge communities as platforms



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- [Probe and learn](#), experiment and intelligent failure
- Platform thinking
- [Manage ambidexterity](#) – multiple parallel innovation

Bridging between worlds....



Summary

- Innovation matters – survival and growth
- Requires active management
- Challenges across the innovation system – rethinking our approaches
- Need innovation model innovation
- More of? Less of? Different?
- Need *dynamic* capability, learning new tricks

Dynamic Capability

You like to think you're sitting on top of your technology
Your gadgets are smart and cool 'cos you do lots of R&D
Your software's fast - your data's the best
Your packaging's great - you can ignore the rest
There's only one problem at your door
Folks don't want your product no more....!
So, you need ...

Dynamic Capability

In innovation it's got to be

Dynamic Capability

At the heart of your philosophy
You can't rely on the old routines
To deal with problems you've never seen
In innovation the key to creation
Is to keep on building up
Your *Dynamic Capability*



Are you really using all the knowledge that's out there?
Trying new ways to open up, learning how to share?
Not all the smart guys are working for you
You need to network, let ideas flow through
If you're not ready to trade what you know
It won't be just your innovation that's closed!

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When Henry Ford started making cars, we didn't have a voice
But now we don't just want Model T's – we want lots of choice!
We're all looking for customisation
Out on the streets the word is 'co-creation'
Users can innovate, give them their say
But if you don't listen they'll just walk away!

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Further resources

- www.johnbessant.org
- www.innovation-portal.info
- LinkedIn, Facebook - ISPIM Teaching and Coaching Innovation SIG

