- Innovation Implementation
  - 1. Tactics for Today
    - Simple rules
      - 1. Characteristics
        - Simple and limited in number
        - Unique to your business
        - Relate to a specific activity
        - Are not:
          - Too broad
          - Vague
          - Complex
          - Stale
      - 2. Types of rules
        - Improving decisions
          - 1. Boundary rules
          - 2. Priority rules
          - 3. Stopping rules
        - Improving tasks
          - 4. How to rules
          - 5. Co-ordination rules
          - 6. Timing rules
      - 3. Why are they effective?
        - 1. They allow you to relinquish some control while providing guidance
        - 2. Allow you to create an adaptive culture
        - 3. Provide freedom within boundaries
        - 4. Allow for fast decision making
        - 5. Can be easily adjusted
      - 4. Three steps to simple rules
        - 1. Determine the primary objective
        - 2. Find the bottleneck
        - 3. Craft the rules
      - 5. Applying simple rules
        - 1. Use real time information to measure their effectiveness
        - 2. Update them when required
  - 2. Tactics for Tomorrow
    - Growing beyond the core
      - 1. The key to medium-term growth is to develop a strong core business
      - 2. Options for grow include:
        - Geographical expansion
        - Serving new customer segments
        - Creating new products or services
        - Using new distribution channels
        - Expanding along the value chain
        - Transferring an existing core competency into an adjacent industry
      - 3. Ultimately growing beyond the core involves:
        - 1. Identifying and evolving your core competencies over time. This involves:
          - 1. Giving consideration to possible growth options
          - 2. Brainstorming the potential gene (competency) changes required
        - 2. The key objectives of middle-term innovation and gene sequencing, including:
          - 1. Combining new ideas, processes, products and businesses with old ones
          - 2. Exploring multiple growth paths to find out which one(s) will suit you best
          - 3. Occasionally exiting from old businesses or practices when they have come to the end of their useful life
        - 3. Identifying and overcoming the barriers to change. There are may potential barriers including:
          - 1. Limited capacity and resources
          - 2. Lack of technical know how
          - 3. Resistance to change
          - 4. Market conditions, etc
        - 4. Developing a repeatable formula for making expansion moves
          - 1. Hone your core business
          - 2. Find suitable growth paths
          - 3. Identify the key success factors and distil these into a repeatable formula
  - 3. Tactics for Tommorow
    - 1. Staying ahead of the game requires building foresight
      - 1. You need the ability to predict and plan for the future
      - 2. If you can anticipate events, you can be better prepared
      - 3. Two common errors made are:
        - 1. Simply projecting the past forward
        - 2. Making critical assumption and not testing their validity
      - 4. Your longer-term innovation activities need to involve surveying the future
    - 2. Probing
      - 1. A process of:
        - Conducting early and cheap tests to accelerate your learning
        - Amplifying your learning
        - Exploring ideas
        - Stepping outside your echo chamber
      - 2. Types of probes
        - Experiementation and testing
        - Research and development
      - 3. Steps in conducting probes
        - 1. Identify important uncertainties
        - 2. Develop suitable probes
        - 3. Conduct the probes
        - 4. Analyse the results
        - 1. Use a wide variety of probes over different time horizons
        - 2. Use low-cost probes
        - 3. Have a clear hypothesis
        - 4. Use more probes for higher uncertainty levels
        - 5. Focus on learning
    - 5. The change phases
      - 1. Unfreezing – preparing for change
        - Undertaking a change risk review and developing risk mitigation strategies
        - Establishing clear and meaningful reasons for the change
        - Choosing your change management strategy
        - Planning the resources needed to implement the change
        - Establishing your change management structure
      - 2. Changing – developing and executing the:
        - Detailed change action plan (the who, what, when, and how of achieving change)
        - Communication plan
        - Coaching and training plans
        - Resistance management plan
      - 3. Refreezing, reinforcing change
        - Demonstrating of visible support for the change program
        - Measuring compliance
        - Undertaking corrective action
        - Celebrating progress and success
        - Rewarding success by aligning employee performance and reward systems
    - 4. Key challenges to change
      - Negative perception, leading to resistance to change
      - Poor communication, leading to negative perception
      - Poor planning and execution, limiting the ability and desire for change
    - 3. Scale and types of change
      - 1. Incremential and reactive
      - 2. Incremental and proactive
      - 3. Radical and reactive
      - 4. Radical and proactive
      - 5. Other dimensions of change:
        - Scope
        - Timeframe for change
        - Impact
    - 2. Effective innovation requires proactive change management
    - 1. The pace of change is accelerating and businesses must adapt or risk dying young
  - 4. Managing the Barriers to Innovation
    - 1. Fixed mindsets
    - 2. Approach to risk