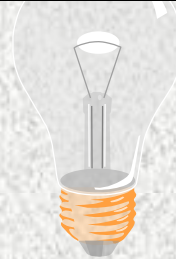


MANAGEMENT OF INNOVATION: A STRATEGIC PERSPECTIVE



**PowerPoint created by Stephen Fraser and his SMP
Nedcor team**

My challenge: make your life a masterpiece
I challenge you to join the ranks of those people
who live what they teach, who walk their talk

Dr Mario Denton
CEO & Industrial Psychologist
E: Marden@mweb.co.za
W: www.strongmessage.co.za



STRONGMESSAGE

OUR PASSION IS PEOPLE AND THEIR ENERGY POTENTIAL



**01 Purposeful
Coaching and
Mentoring**



**02 Corporate
Governance and
Character**



**03 Aligned
Competency
Development**



**04 Innovative
Problem solving**



**05 Emotional and
Spiritual
Intelligence.**



**06 High Impact
Authentic
Leadership**



**07 Strategic Facilitation
and Project
Management**



**08 High
Impact Team
Effectiveness**



**09 People
Management
Best Practices**



**10 Talent Review
by Design**



**11 Sustained
Performance
Management**



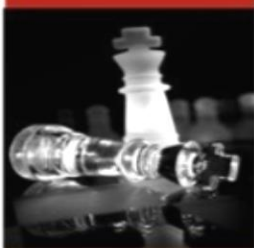
**12 High
Performance
Culture**



**13 Organisational
Design and
Restructuring**



**14 Gaining
Competitive
Advantage**



**15 Purposeful
Appreciative
Conversations**



**16 Facilitating
Perpetual Change**



**17 Holistic
Individual and
Organisational
Wellness**

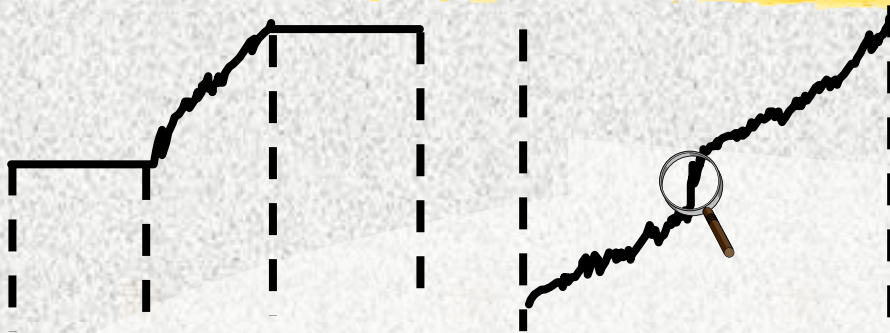


**18 From Success
to Sustainable
Significance**

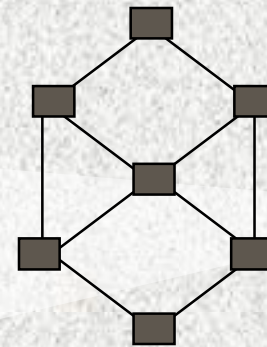


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Emerging business trends

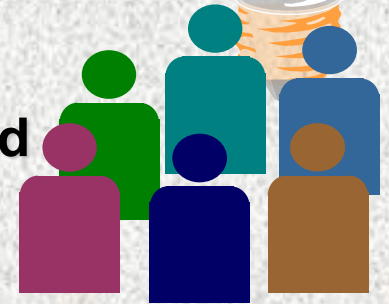


Traditional model of change Emerging model of change



The Connected Marketplace

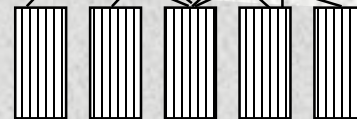
Customer-Focused Enterprise



Supplier



Channel

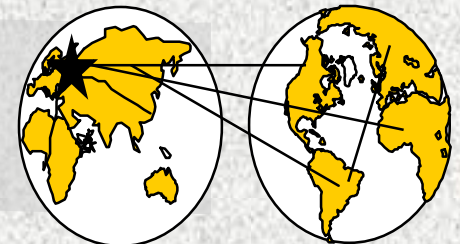


Clustered Sales and Transactions



Knowledge as a Key Competitive Resource

Globalization



Business drivers

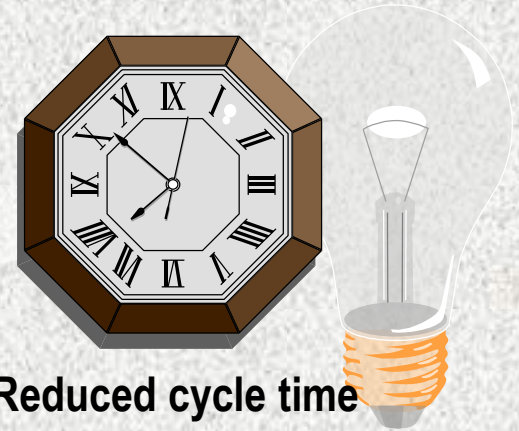
Unquestionably
Superior
products and
services



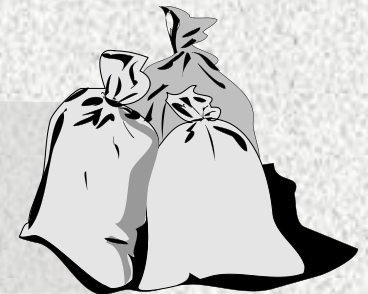
Client Service
Through
Effective Relationships



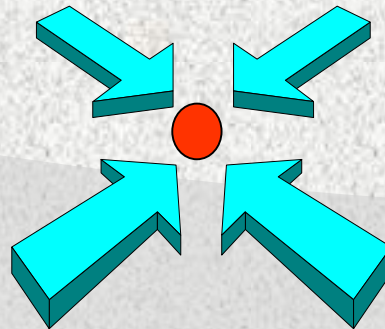
Reduced cycle time



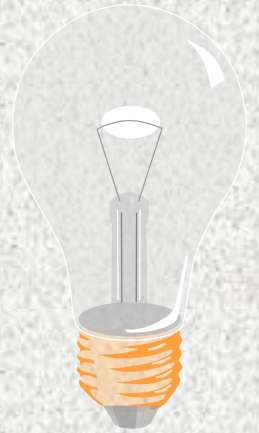
Growth and Profitability



Managed
Business Risk



Strategically Positioned



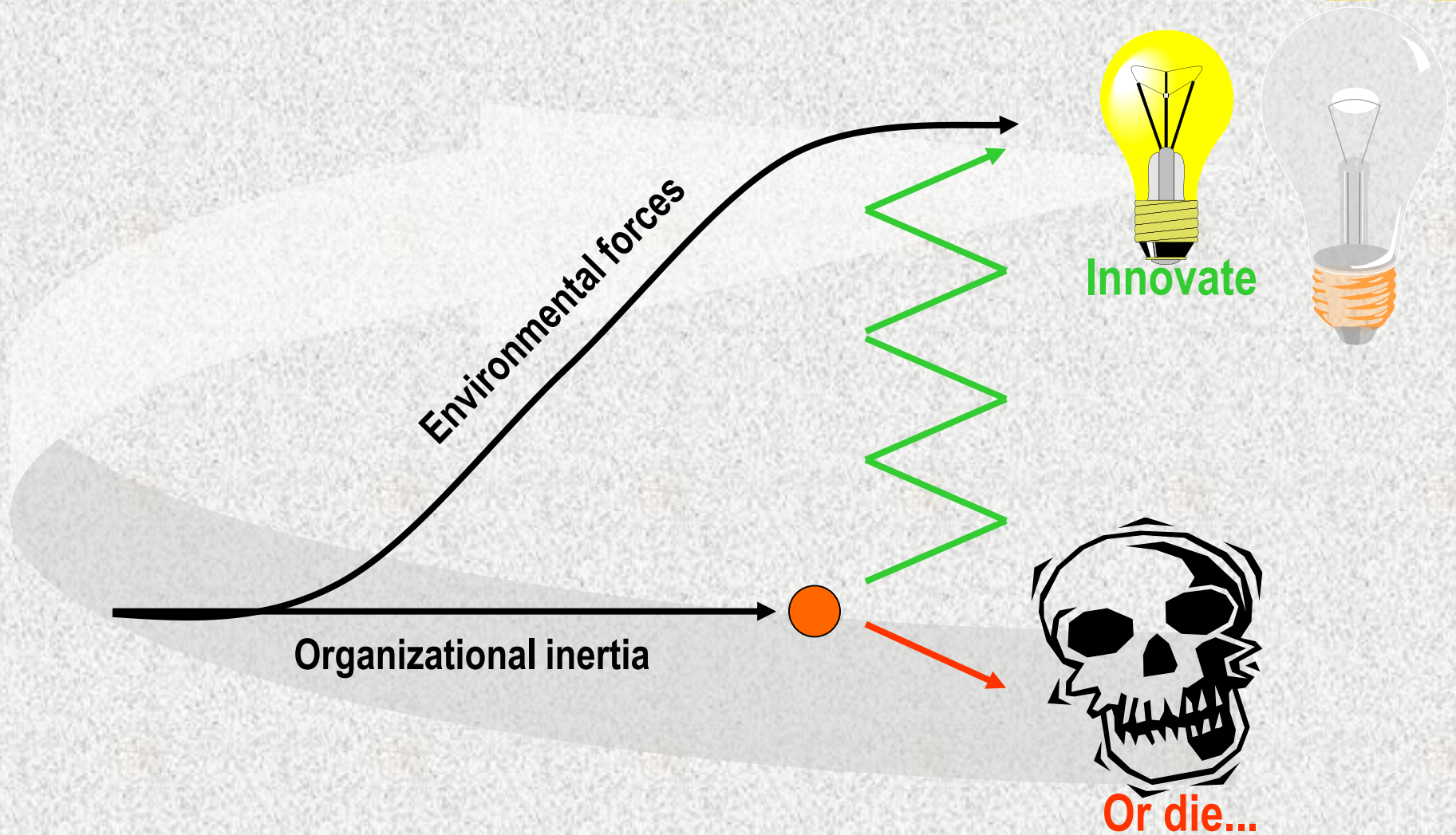
So what?

So what?

The **only** sustainable competitive advantage in a rapidly changing environment will come from the organisation's ability to **out-innovate** the competition.



Simply put ...



Structure

- **Introduction**
- **The innovation management challenge**
- **The innovation management process**
- **Innovation Management in your Organisation**
- **Recommendations**
- **Questions**



The Innovation Management challenge

***Innovation is the process of
exploiting inventions to
increase the organisation's
ability to achieve and sustain
competitive advantage.***



The Innovation Management Challenge

The **primary goal** of innovation management is to assure sustainable competitive advantage by means of continued, intentional, and effective organisational transformation.

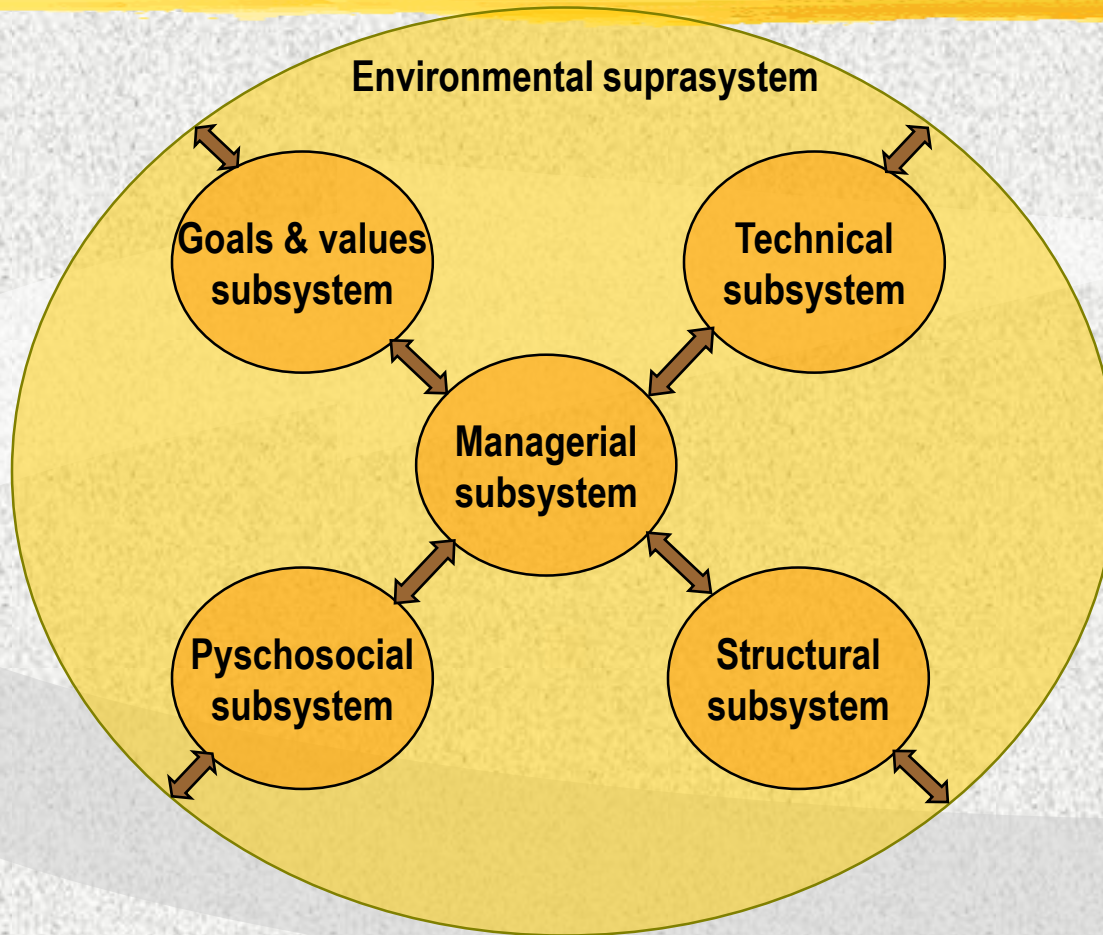


The Innovation Management Challenge

- Successful innovation requires
 - an understanding of the organisation,
 - an understanding of the innovation management process, and
 - the ability to *exploit* innovation as a core competency

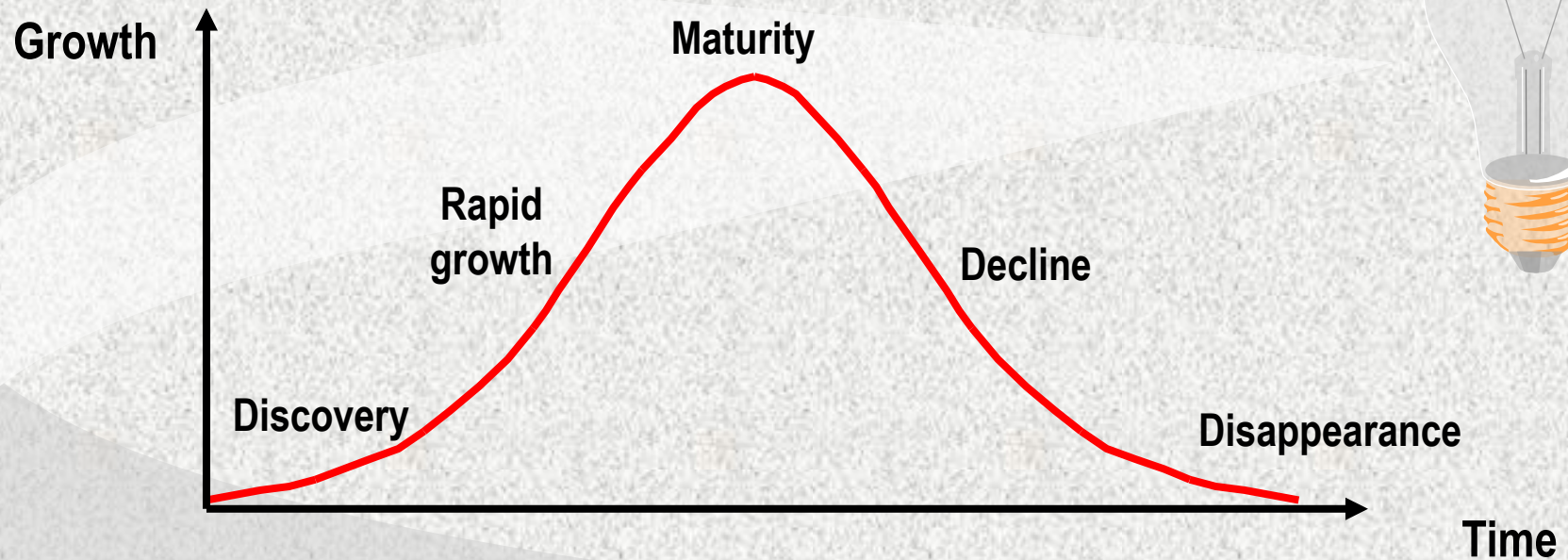


The organisation



- An organisation is an **open, organic sociotechnical system** consisting of interdependent subsystems
- No sustainable transformation without a systemic approach that recognises these inter-dependencies

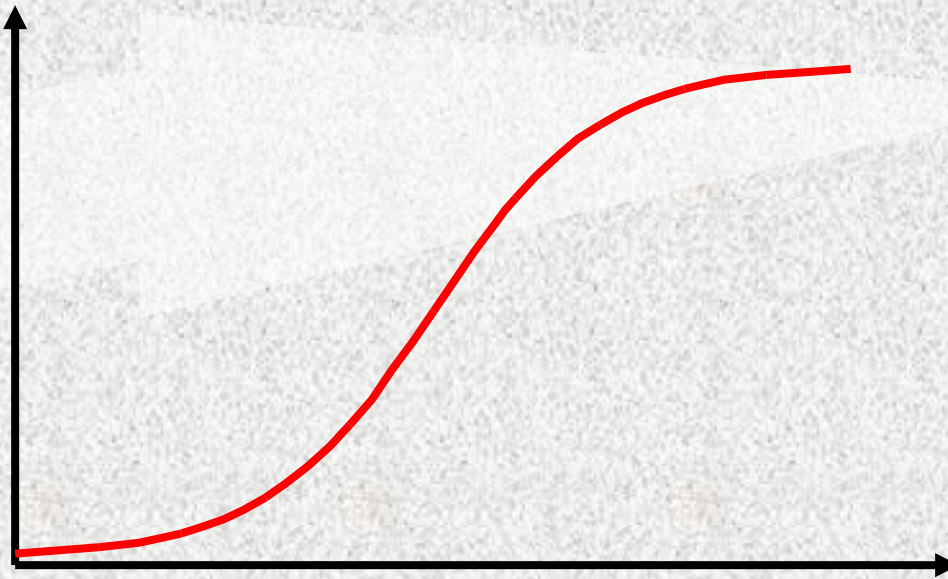
Lifecycle of inventions



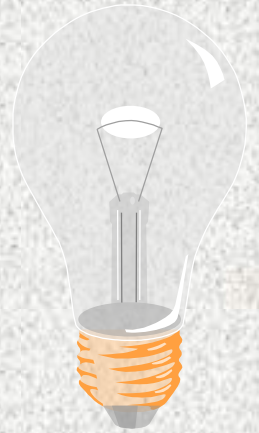
Innovation

The S-curve characteristics of innovation

Innovation

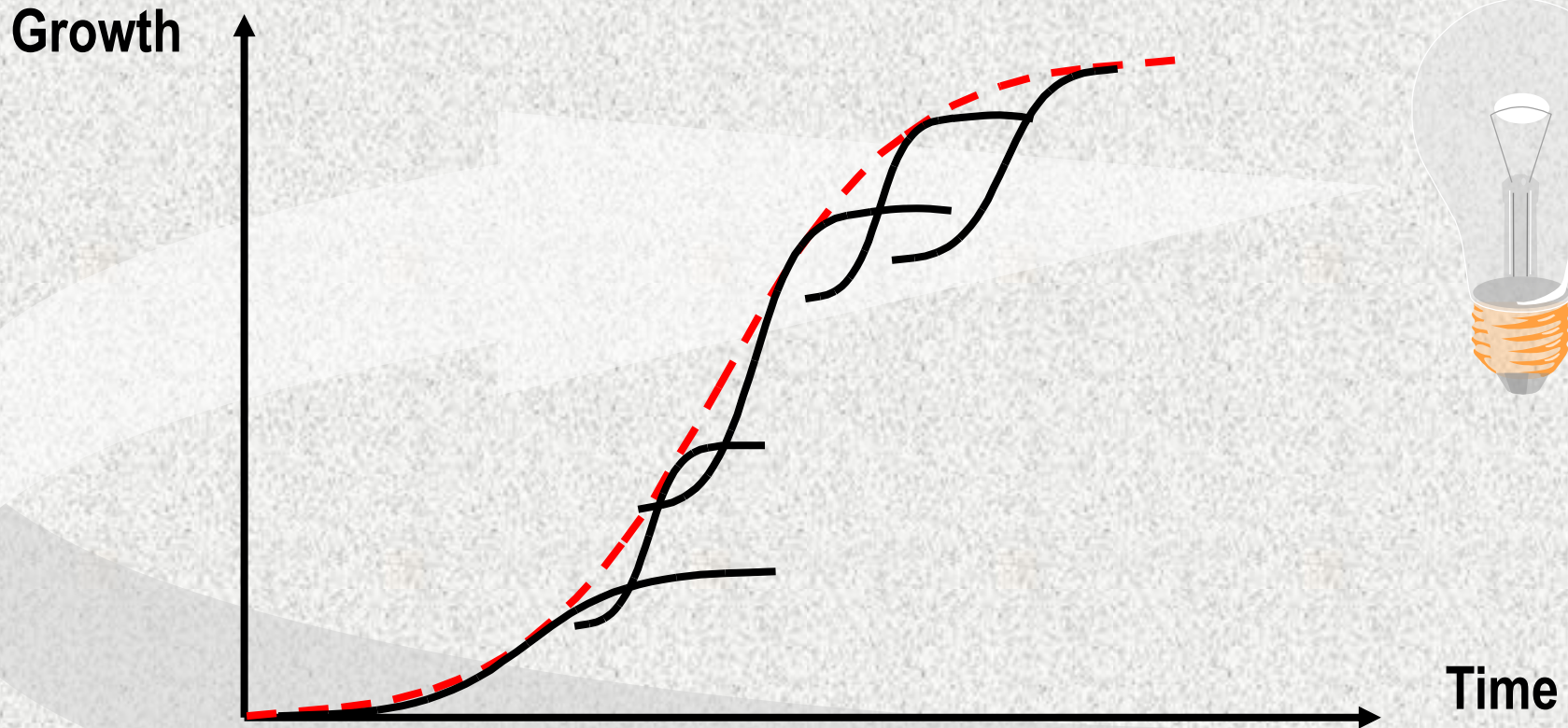


Time



Innovation

Long term patterns of innovation

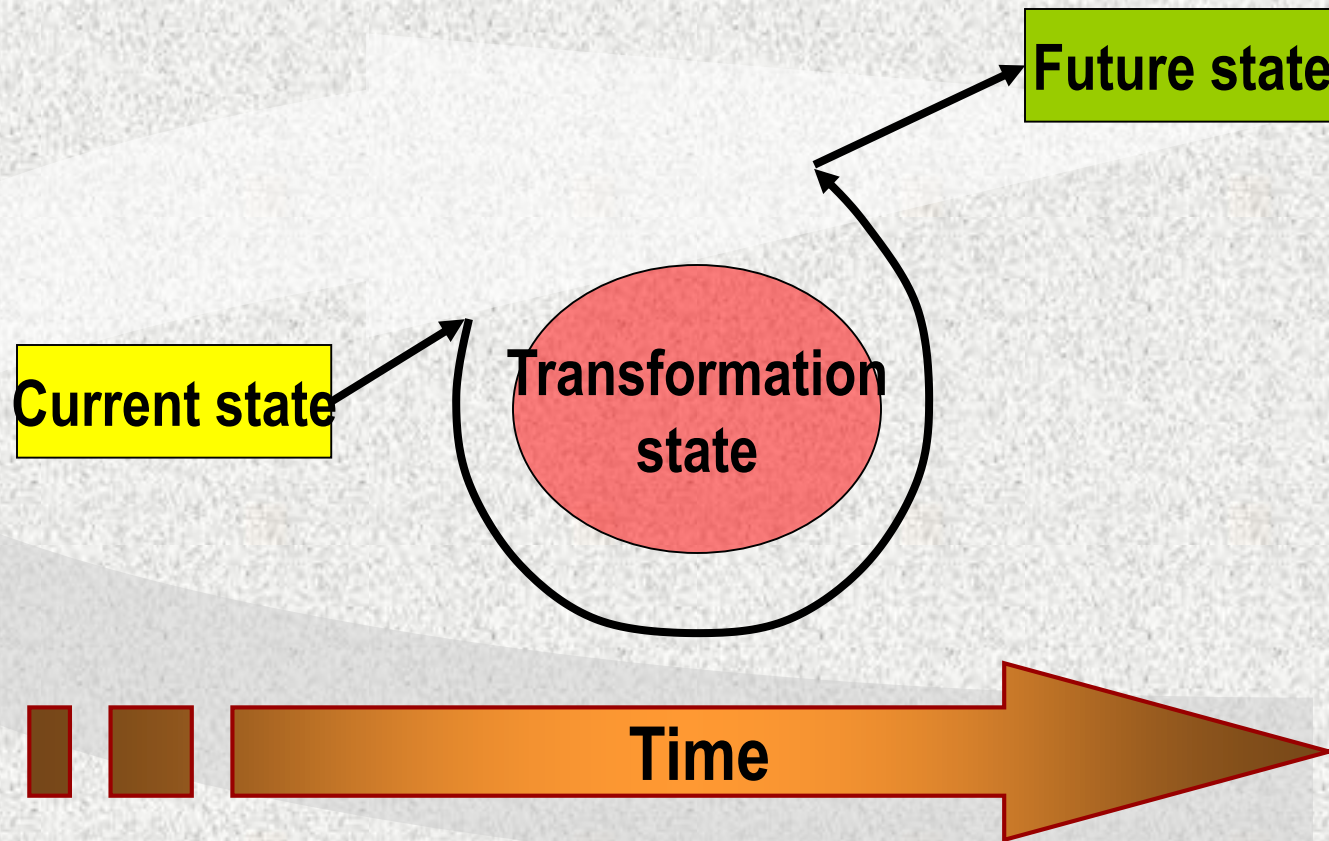


Innovation

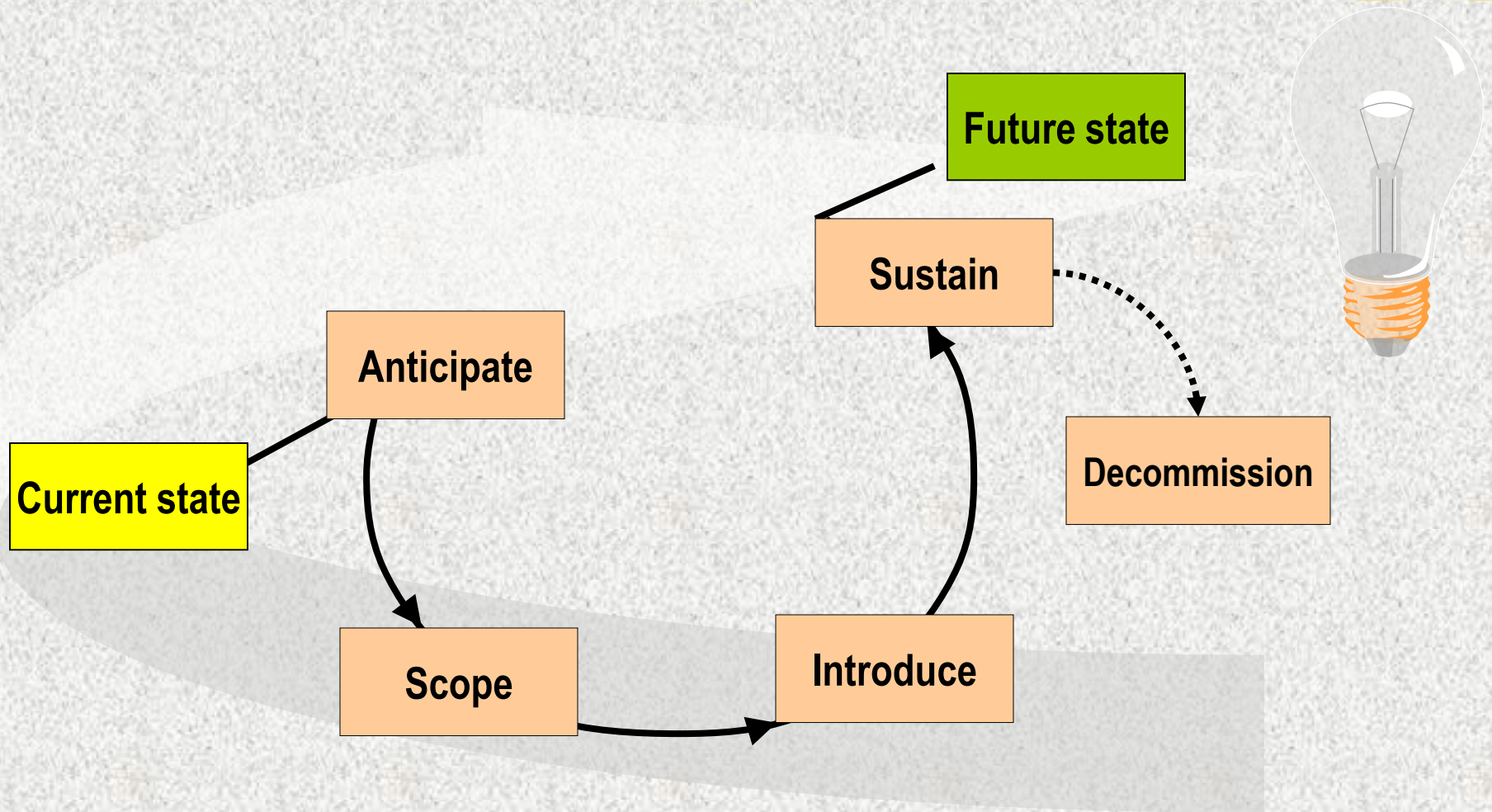
Innovation management process



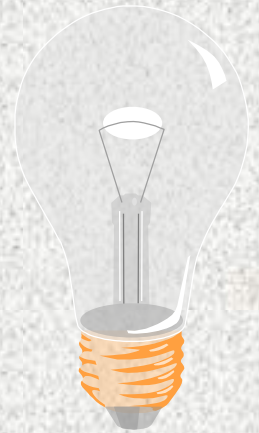
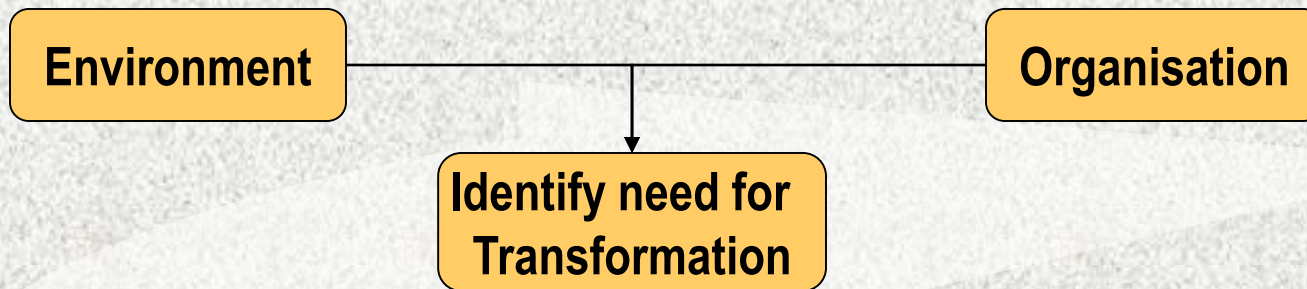
The Innovation Management Process



The Innovation Management Process

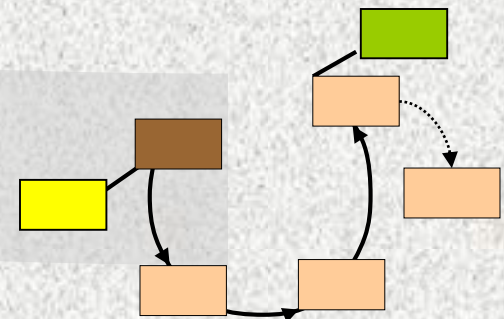


Anticipate

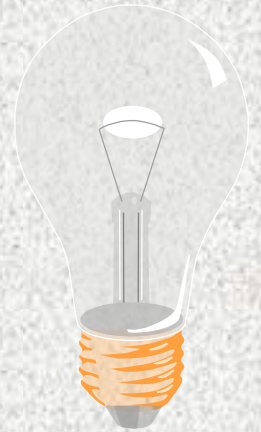
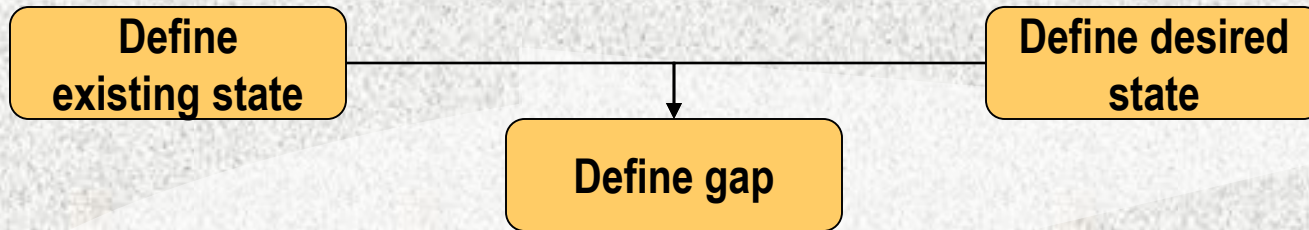


- Identify the need for transformation from *continuos* monitoring of the environment and the organisation

- What needs to or will change?



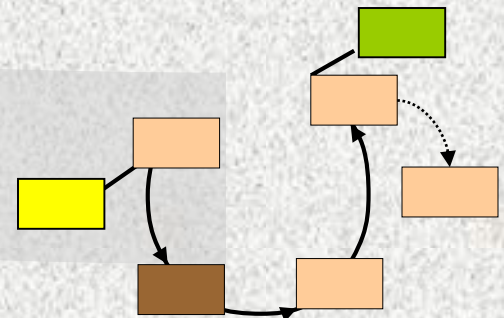
Scope



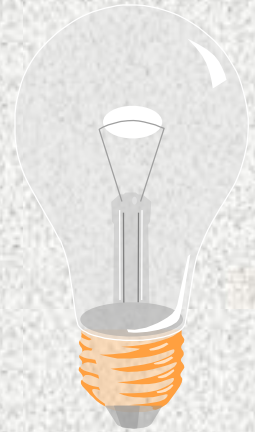
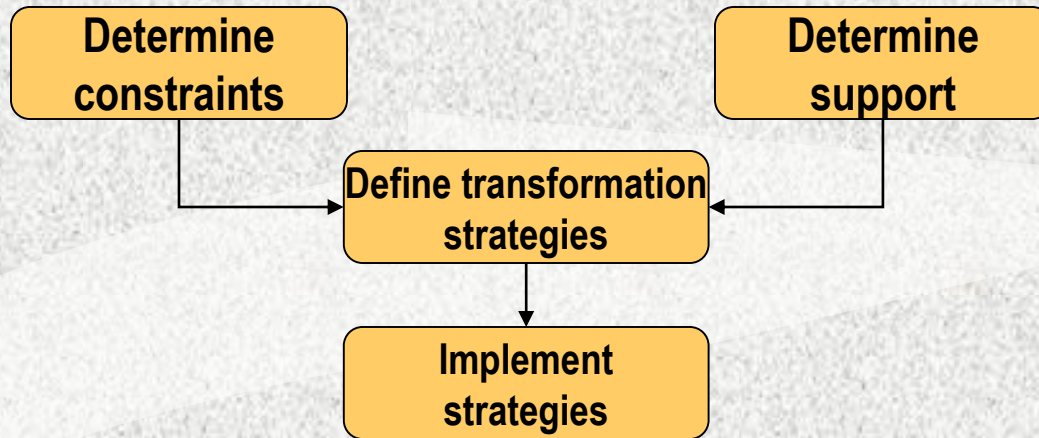
- **Define the gap between the current reality and the desired state**

- **Consider all sub-systems**

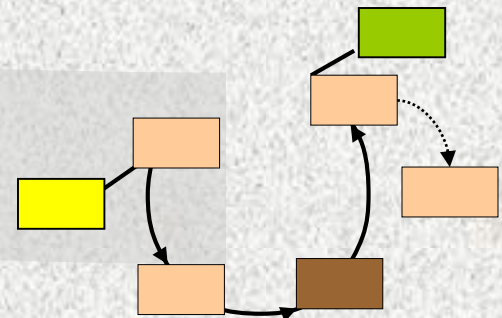
- **Start with a clean slate, map migration from the existing state**



Introduce

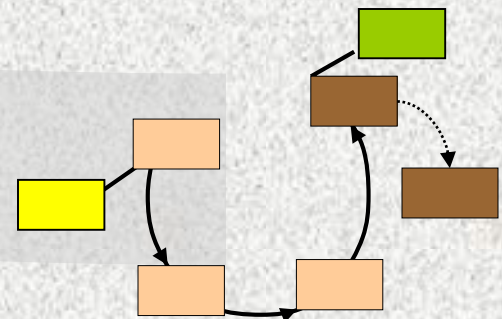
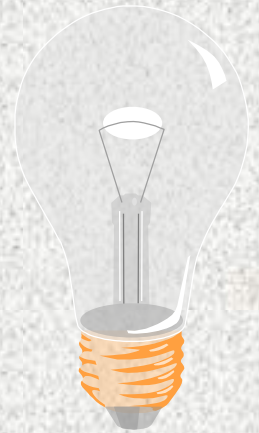


- **The best strategies are irrelevant unless effectively applied**
 - **Determine support and constraints**
 - **Define strategies to migrate subsystems in appropriately sized, manageable steps**
 - **Implement!**

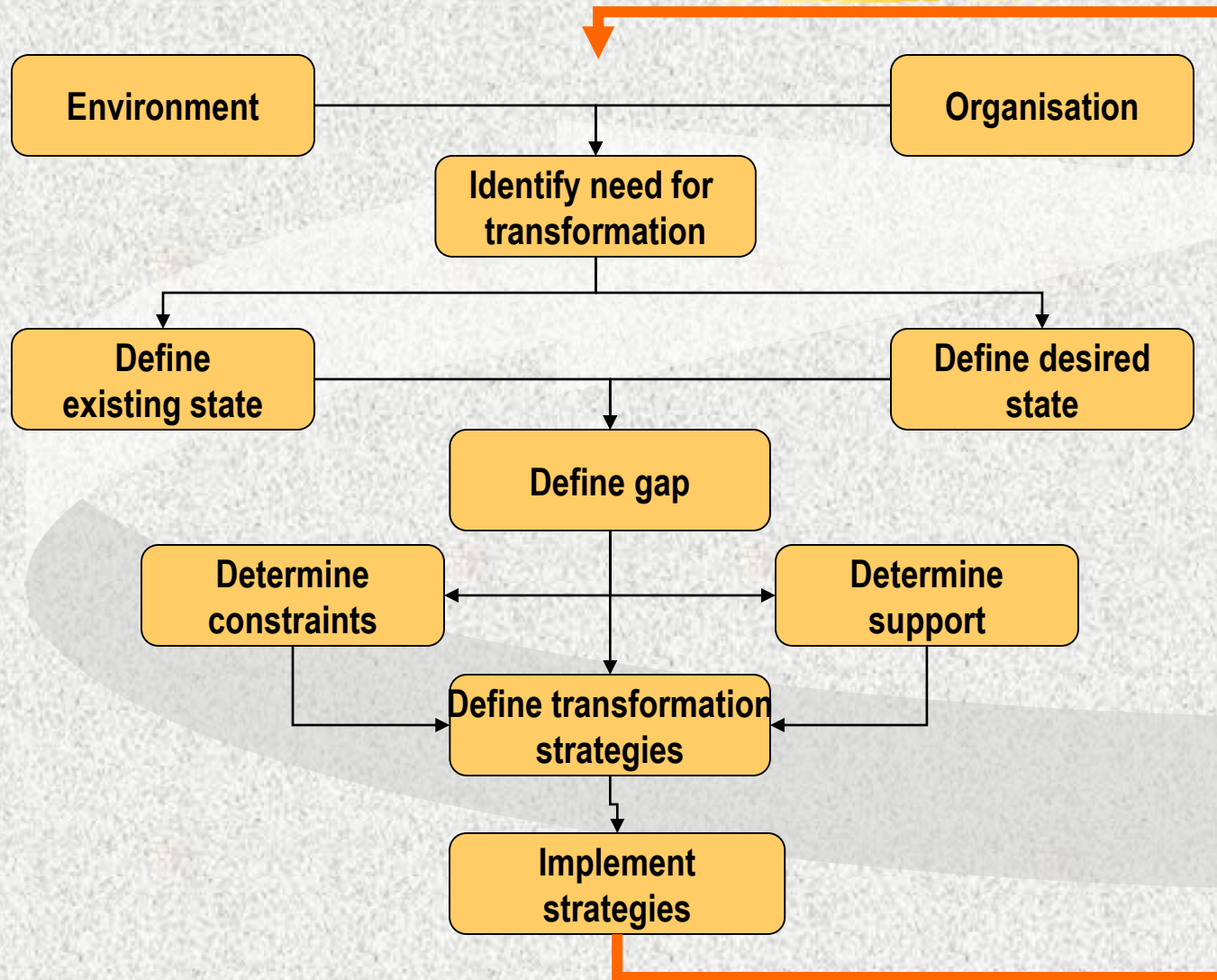


Sustain & Decommission

- The desired future state becomes the current reality, once implemented
- The impact and implications of sustaining desired future states should be understood and considered
- Strategies for the inevitable decommissioning of desired future states should be formulated together with introduction strategies



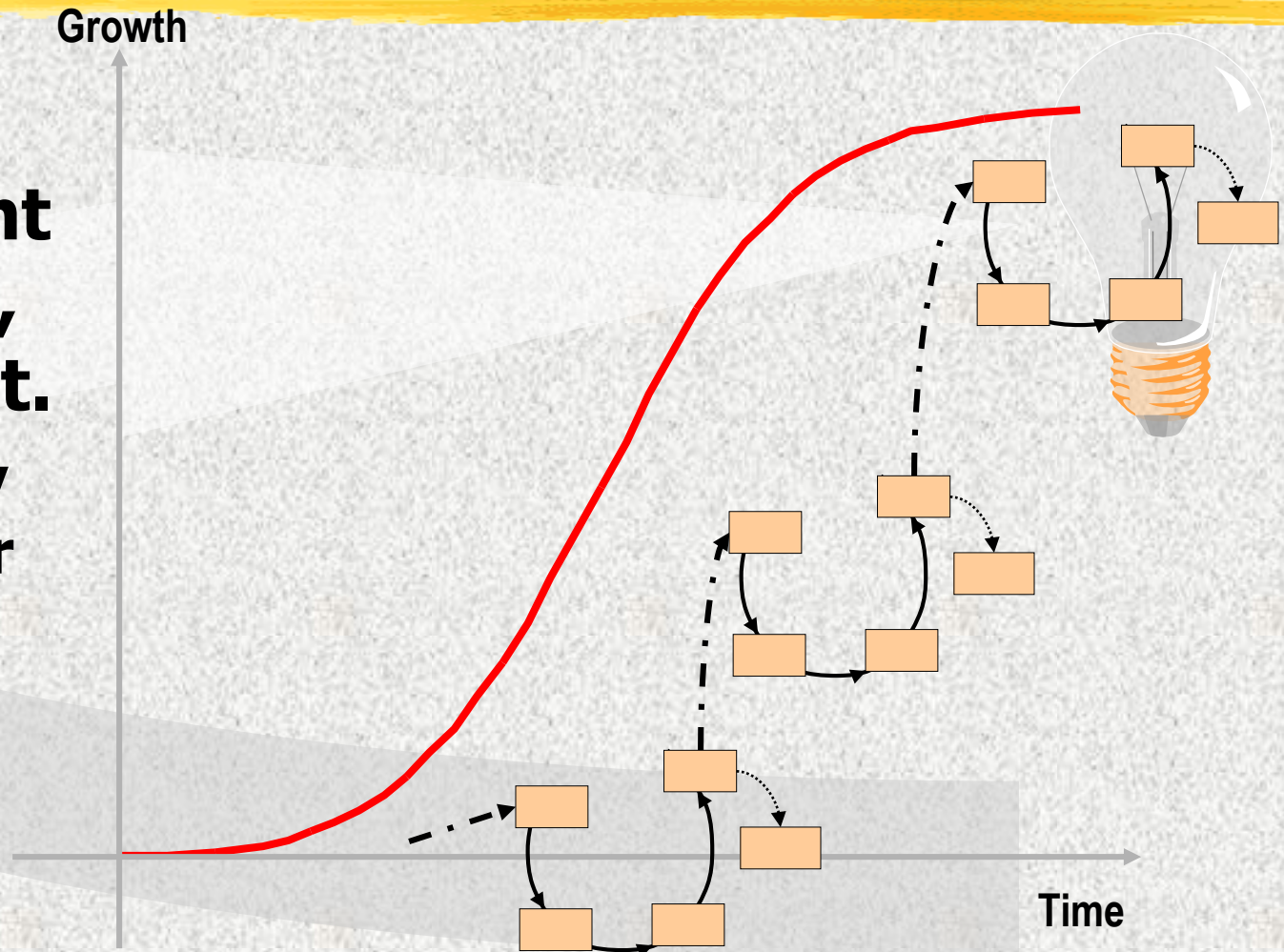
Innovation summarized



- **Systematic, well-defined process**
- **Repeatable, predictable**

The Innovation Management Process

- Innovation management is a process, not an event.
- Continually evolve over time
- Sustain innovation moments



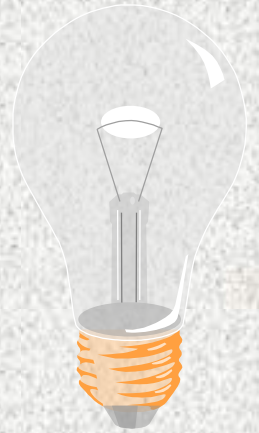
Innovation Management is a strategic process



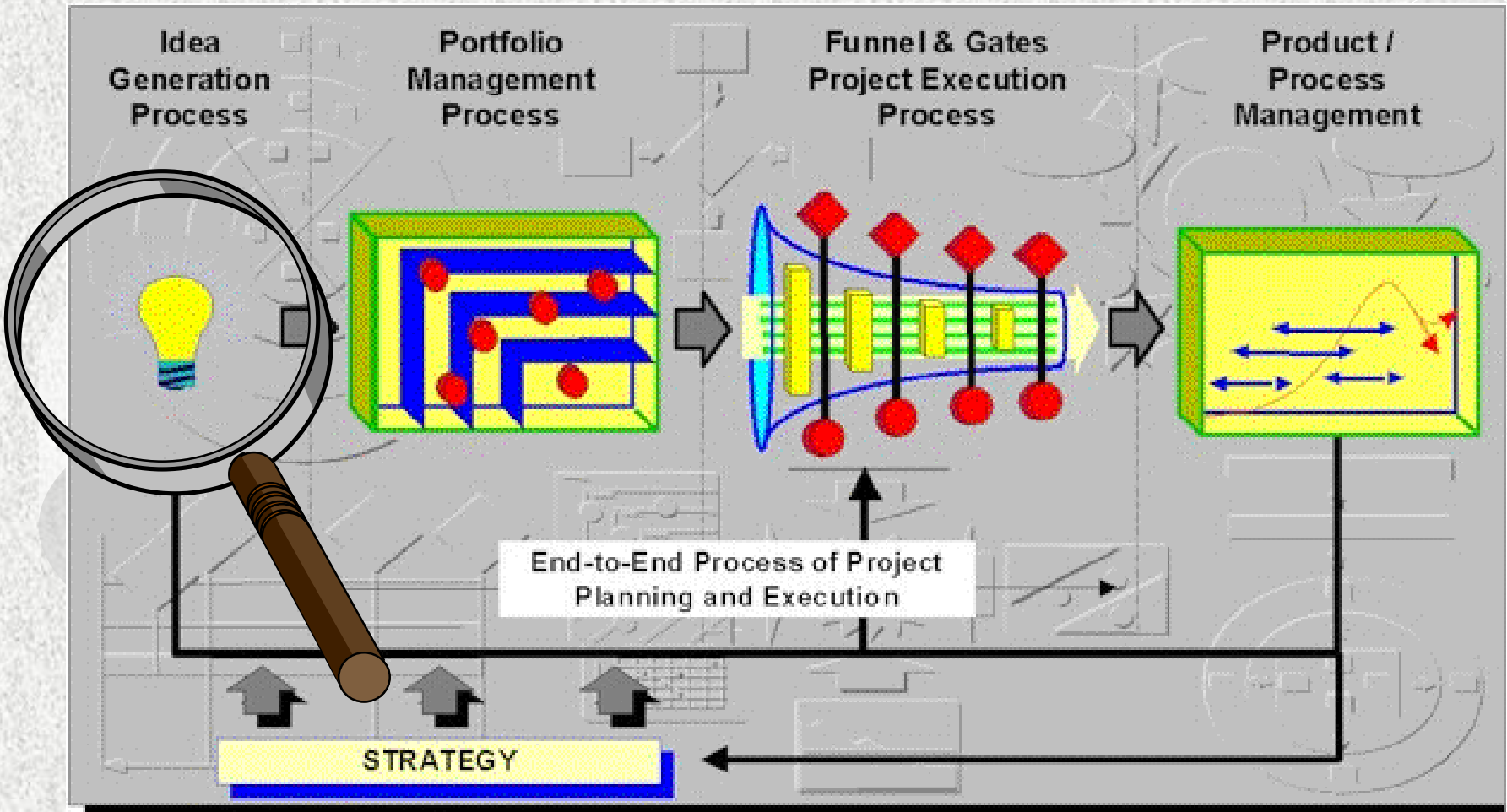
Action plans	Goals and Objectives	Values	Mission	Vision
How will we reach our objectives?	What do we want to achieve, by when, at what cost?	What counts around here?	What are we going to do?	Where are we going?

Innovation Management in

your organisation

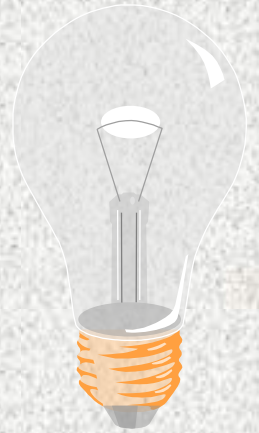


Current state



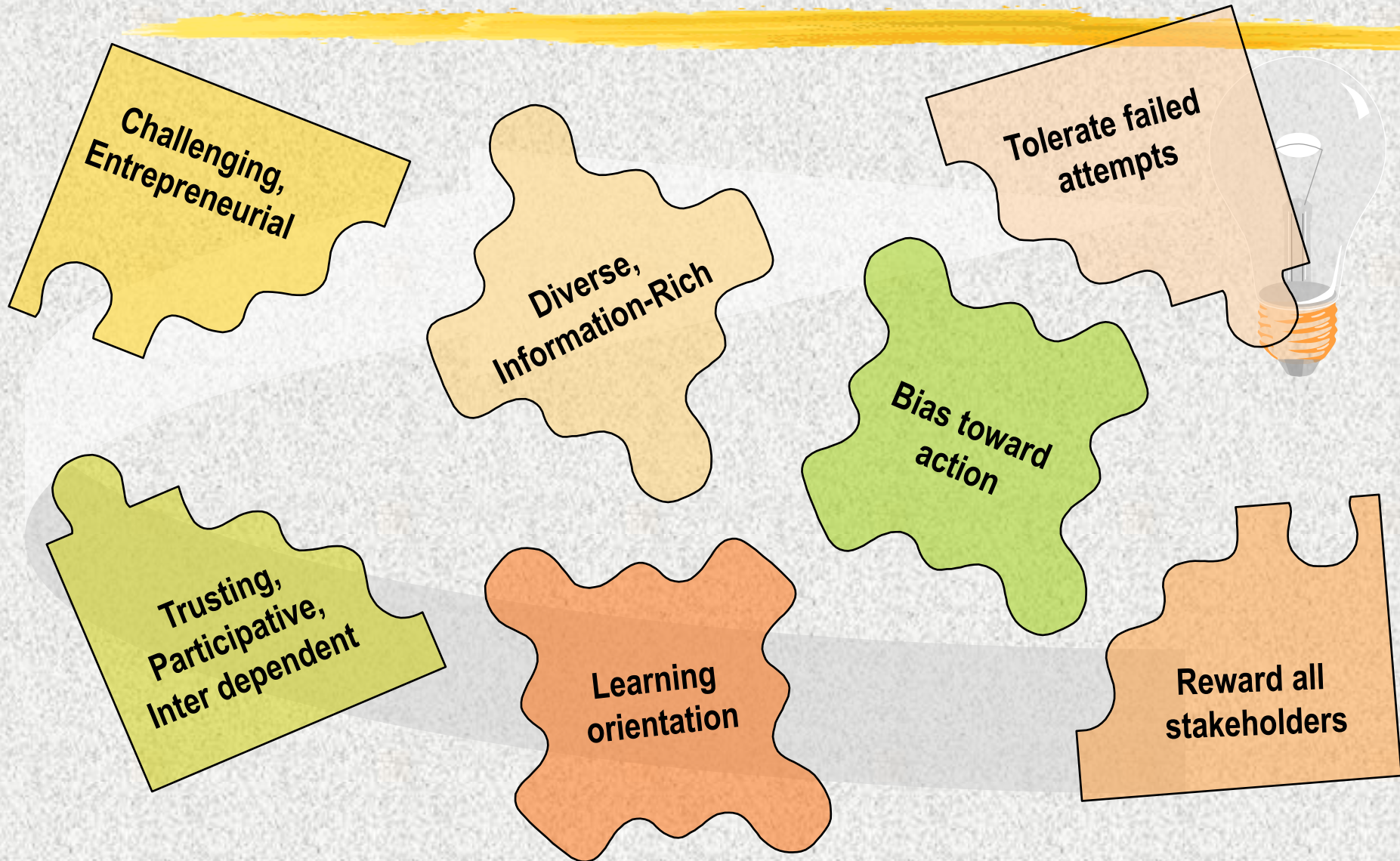


Your organisation

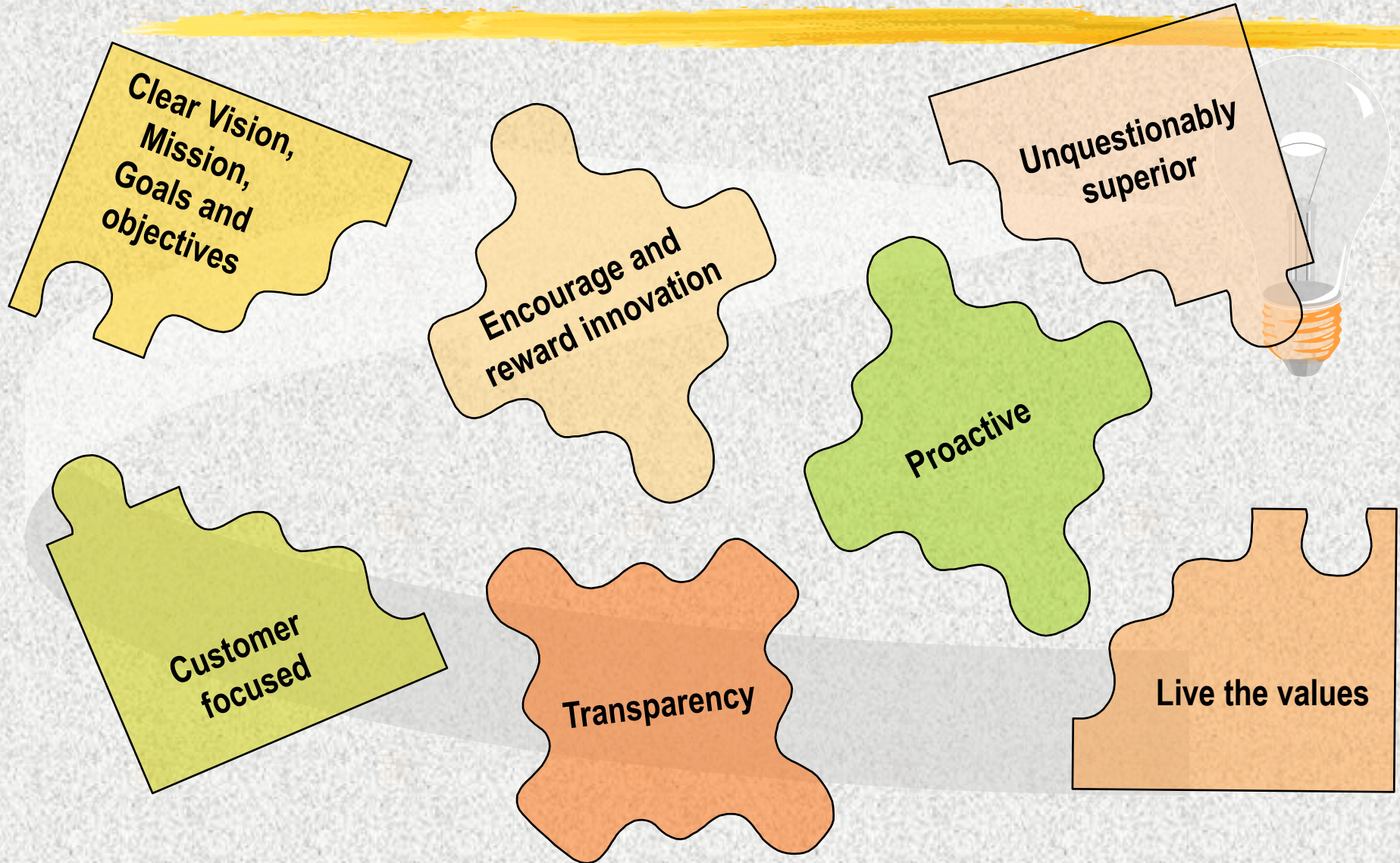


Desired Future State

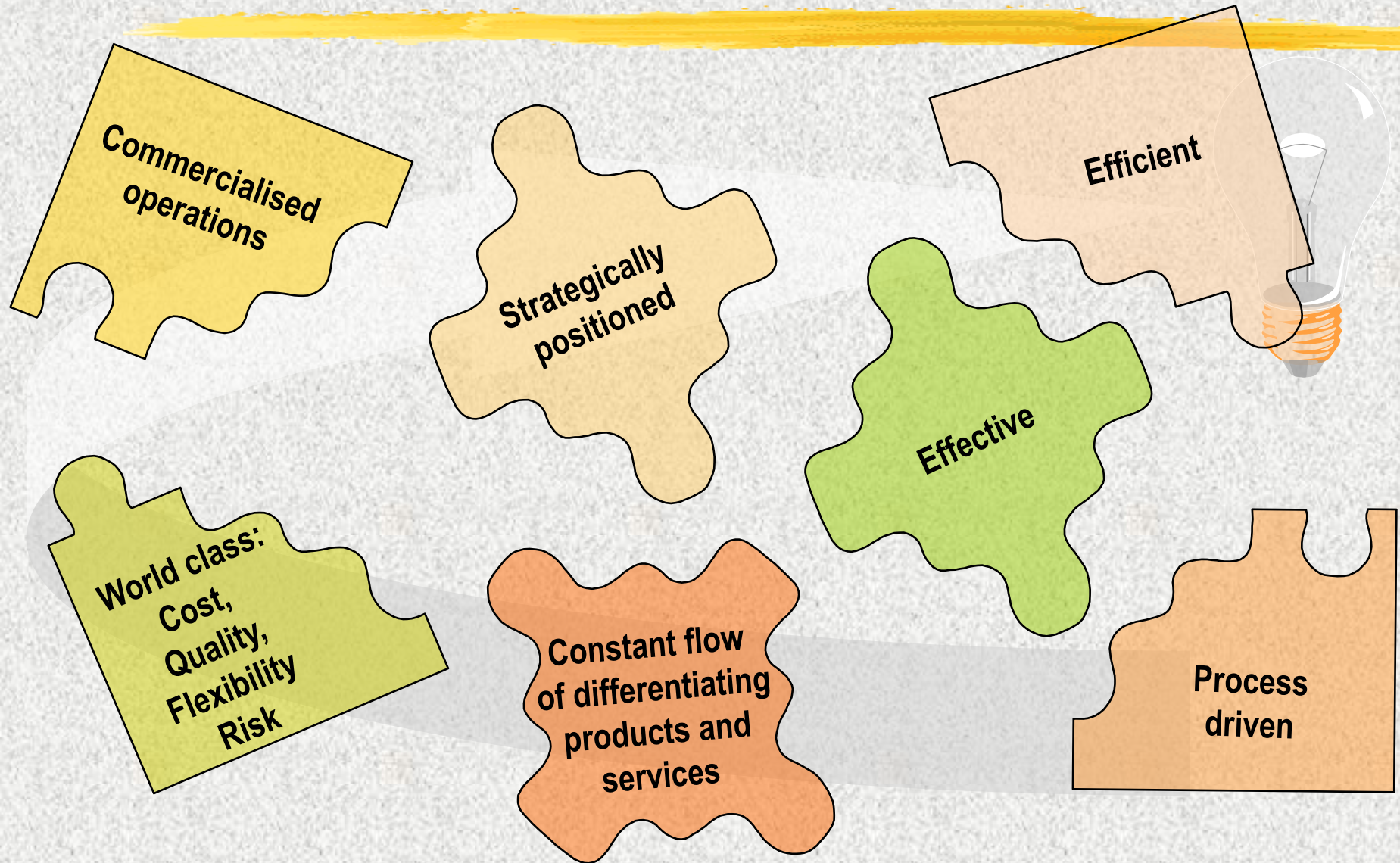
Desired future state : micro environment



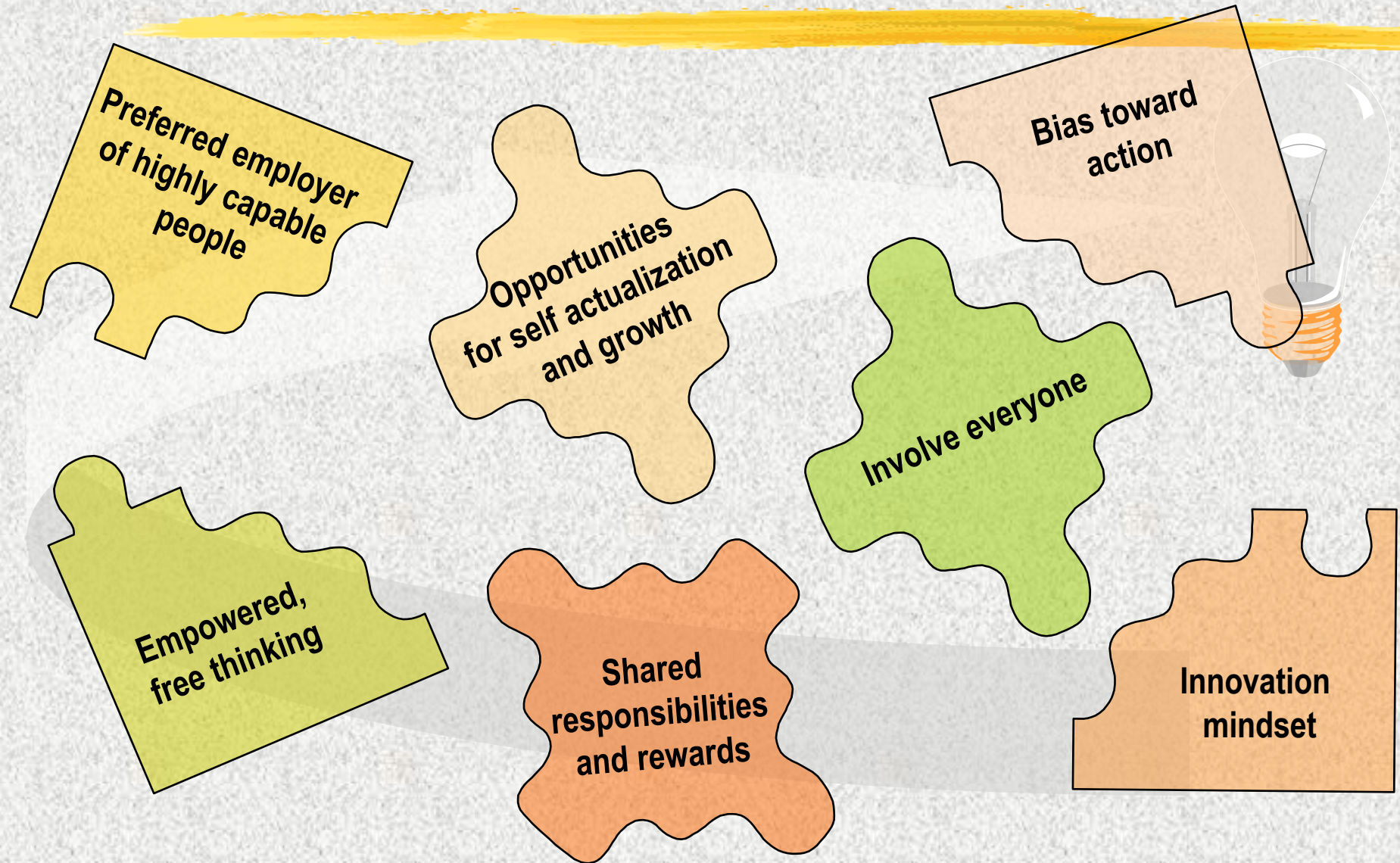
Desired future state : goals and values subsystem



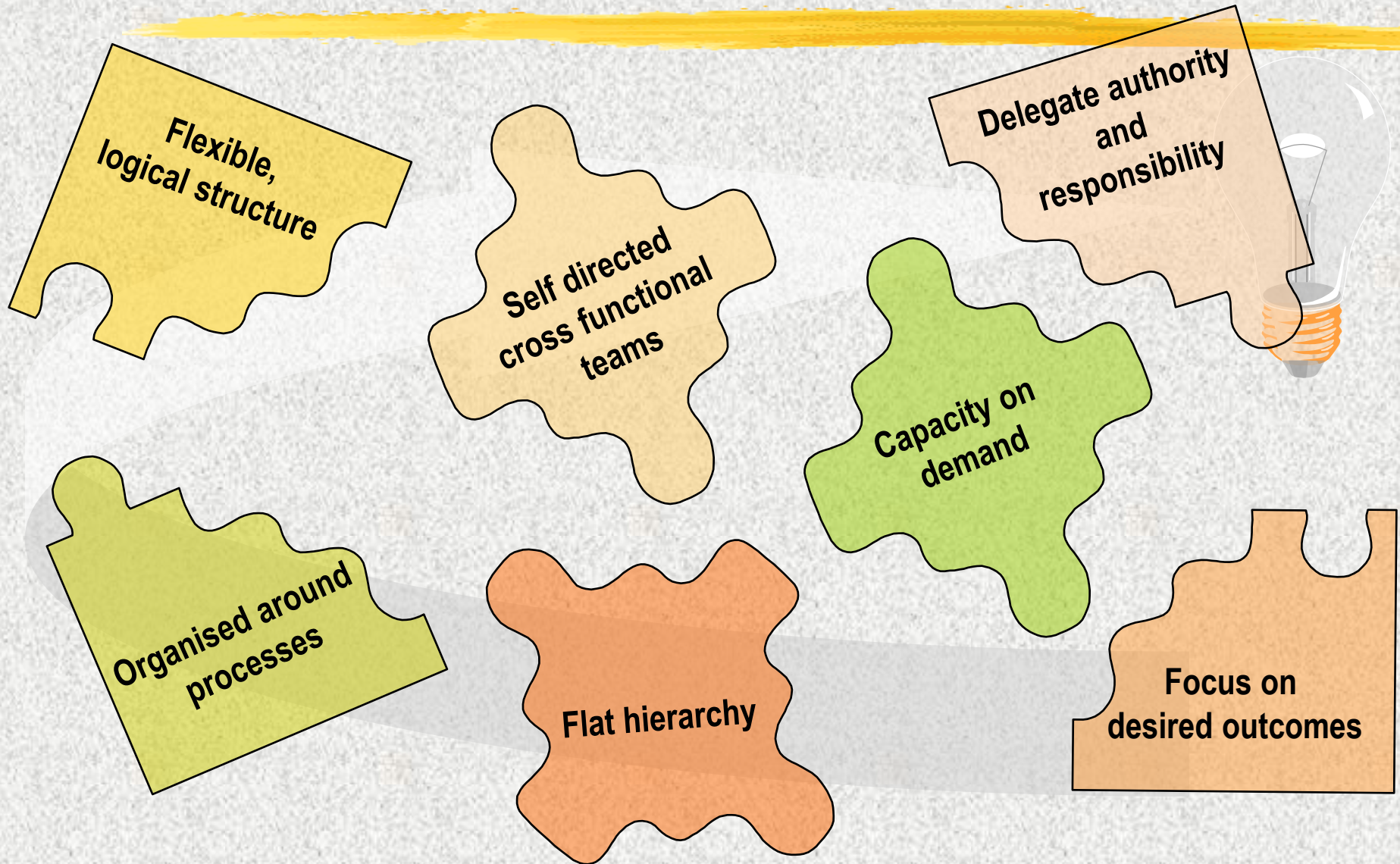
Desired future state : technical subsystem



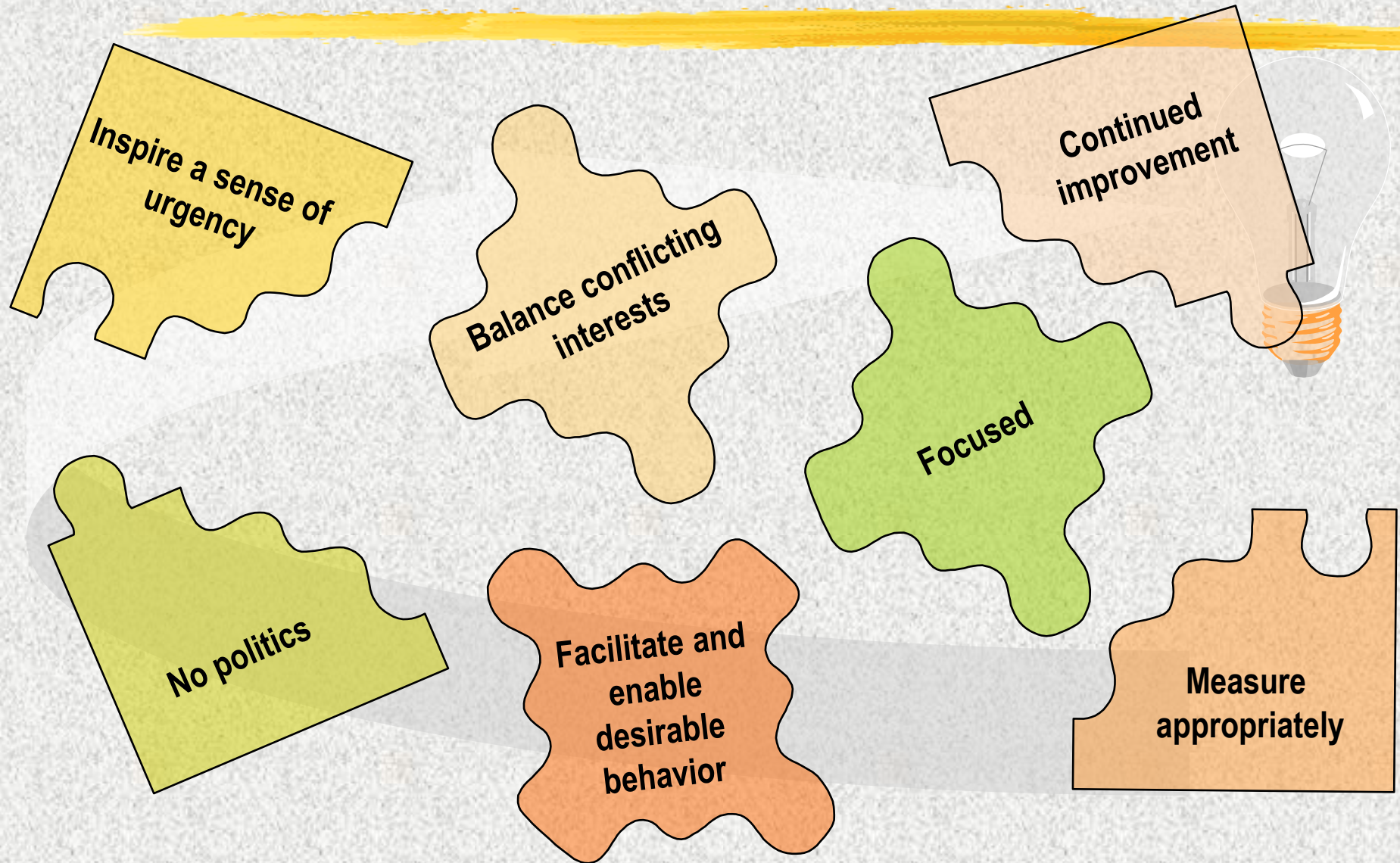
Desired future state : psychosocial subsystem



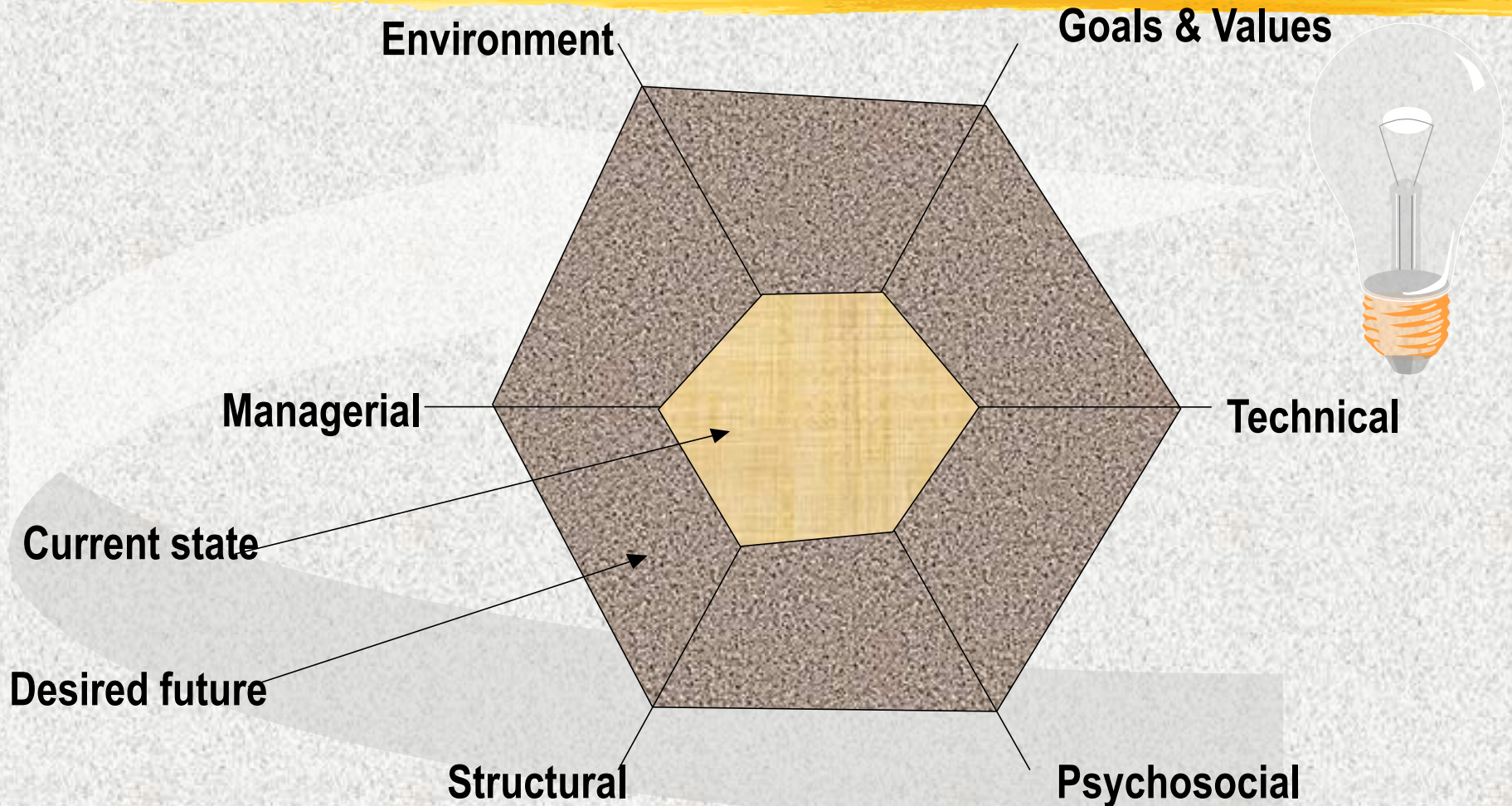
Desired future state : structural subsystem



Desired future state : managerial subsystem

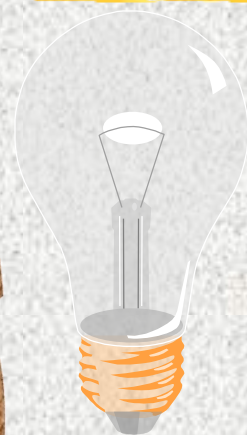


Innovation management: gap analysis





Recommendations



Recommendations

□ Micro Environment

- Create the environment that facilitates and enables innovation

- Trusting
- Participative
- Measure appropriately and reward
- Tolerate failed attempts

□ Goals and Values

- Recognize people as the only real asset
- Everyone should share ownership and rewards
- Ensure strong visionary leaders at all levels
- Challenge the Status Quo



Recommendations (Continued)

□ Technical

- Develop Innovation Management as a core competency
- Engineer adaptive range into people, processes, and systems
- Become world class

□ Psychosocial

- Highly capable people are key
- Appropriate training
- Become the preferred employer of highly capable people
- Evaluate key executives to ensure that the right players are in leadership roles



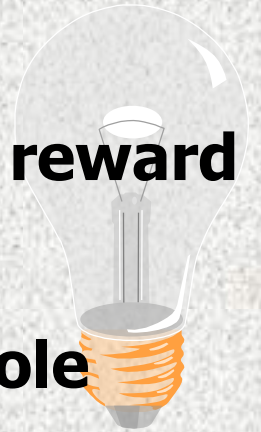
Recommendations (Continued)

□ Structural

- Flatten the structure, organise around process
- Make use of self-directed, **empowered** teams
- Delegate authority and responsibility

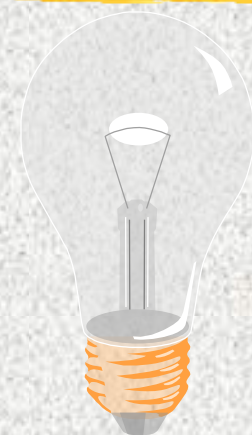
□ Managerial

- Recognise and reward leaders, de-emphasize management role
- Implement appropriate, effective performance management strategies
- Review remuneration strategies
- Effective market research





Thank you



Questions?





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