



THE INNOVATION
IMPERATIVE
IN 2020

Speakers



Scott Snyder, PhD

Global Digital & Innovation Leader, Heidrick & Struggles
Co-Author of *Goliath's Revenge*



Elliott Parker

CEO, High Alpha Innovation



Scott Burns

CEO & Co-Founder, Structural

COVID-19: Shock to Our World and Significant Implications for the Future of Human Capital



Don't Let a Good Crisis Go to Waste...

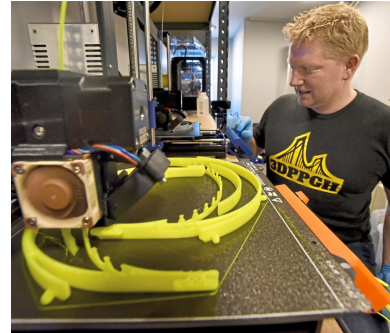
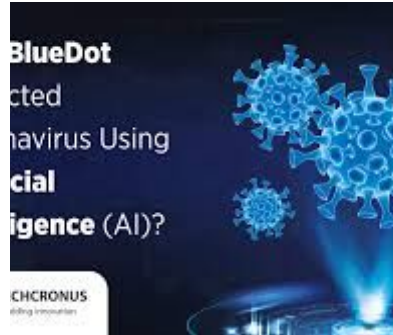
Who led the digital transformation of your company?

A) CEO

B) CTO

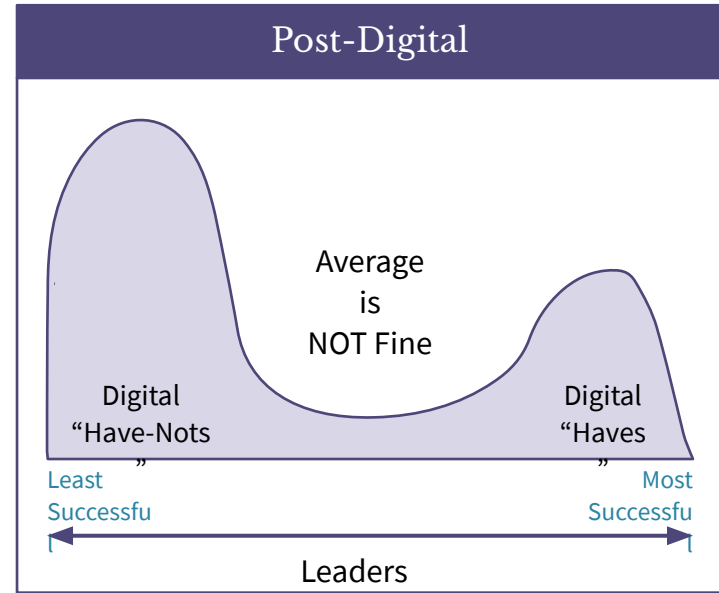
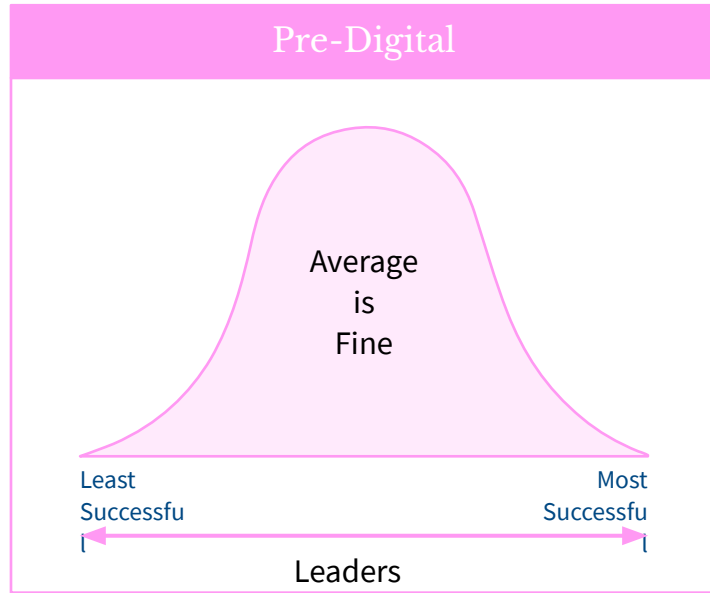
C) COVID-19

Some are using this as a springboard for innovation



The end of average

In a post-COVID world, winner takes most



WHY INNOVATION IS CRITICAL FOR ESTABLISHED COMPANIES TO WIN

Goliath's Revenge lays out six rules for winning the digital disruption game

1. **Deliver Step Change Customer Outcomes** – Leap beyond the current industry value curve
2. **Pursue “Big I” and “little i” Innovation** – Empower employees for little I to build a culture of innovation and protect big I from the weight of the core business
3. **Use Your Data as Currency** – Fuel and attract innovation by sharing data assets
4. **Accelerate Through Innovation Networks** – Create ecosystems to tap into external innovators
5. **Value Talent Over Technology** – Close the Digital and Innovation Leadership Gap
6. **Reframe Your Purpose** – Attach innovation to a higher purpose and reframe the business you are in to play big

Ref: Hewlin and Snyder, 2019

TODD HEWLIN / SCOTT SNYDER

Goliath's Revenge

HOW ESTABLISHED COMPANIES
TURN THE TABLES
ON DIGITAL DISRUPTORS



WILEY

Rule #2: Pursue big 'I' and little 'i' innovation



RULE #3:

USE YOUR DATA AS CURRENCY

“

• “Data is the new oil. The companies that will win are using math.”

• – Kevin Plank, CEO Under Armour

The Value of Data Optionality

The more data you have today, the better your algorithms will be tomorrow. It's a self-reinforcing cycle - but how do you get it jump-started?

nielsen
.....

Google

PROGRESSIVE[®]

 Microsoft



MONSANTO 



Rule #4: Value Talent Over Technology

Disruptive innovation requires leaders who can compete in the digital age...

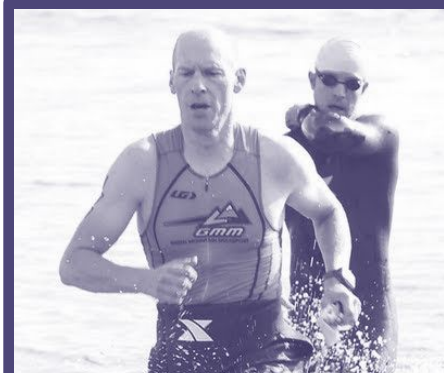
Leaders in a digital age must be “triathletes”

Leaders require a unique combination of skills across technology, innovation, and customer focus



DIGITAL STRATEGIST

Stays ahead of market disruptions and finds opportunities to win



DIGITAL INNOVATOR

Makes a “splash” in the status quo and navigates the organization to enact change






DIGITAL DRIVER

Enables rapid execution on innovation initiatives, drawing on a broad network of talent

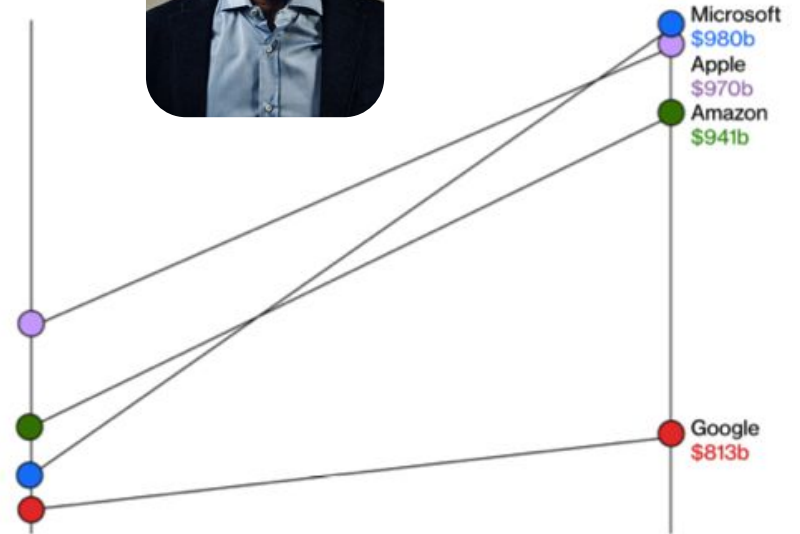
AGILE LEADER

Adapts to market changes, stays resilient, and leans into continuous learning

The Triathlete in Action: Digital Dexterity Framework

 <p>DIGITAL STRATEGIST</p>	Strategic Foresight	Stays abreast of disruptive market trends and translates into new business opportunities
	Customer Focus	Constantly pursues and designs customer-centric, innovative solutions
	Visionary Leadership	Develops a bold vision for disrupting the status quo, linked to a higher purpose with societal impact
 <p>DIGITAL INNOVATOR</p>	Innovation Enablement	Encourages experimentation and risk-taking; values creative efforts to drive innovation
	Strategic Collaboration	Actively seeks collaborative input on initiatives from diverse stakeholders across the organization
	Data Leadership	Highly skilled at shaping deep insights from data; applies a data-driven approach to decision-making
 <p>DIGITAL DRIVER</p>	Change Leadership	Drives change through the organization through clear and compelling communication and influencing key stakeholders
	Talent Ecosystem Development	Cultivates and leverages a flexible network of talent and resources within and outside of the organization
	Rapid Execution	Ruthlessly prioritizes, drives rapid action and makes swift decisions delivering innovation initiatives
<p>AGILE LEADER Adaptability, learning orientation, growth mindset</p>		

Goliath's Revenge: Defying the Odds



Building a robust innovation ecosystem

THE SCIENCE OF STARTUP ENGAGEMENT

Presented By:



High Alpha
Innovation



High Alpha
Innovation

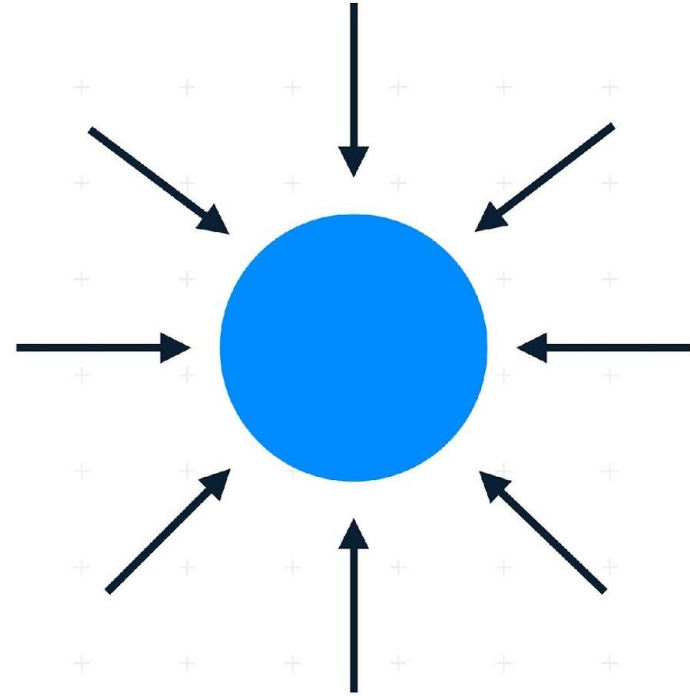
A black and white portrait of Ronald Coase, a middle-aged man with glasses, wearing a suit and tie, looking slightly to the right. The background is blurred.

'WELL MIGHT WE ASK

WHY IS THERE ANY ORGANIZATION?'

RONALD COASE

**FOR HUNDREDS OF YEARS,
ORGANIZATIONS HAVE
CENTRALIZED RESOURCES
TO INNOVATE AND PROFIT.**



ADVANCES IN TECHNOLOGY ARE DRIVING DECENTRALIZATION..



**Lowering Transaction
Costs**



**Commoditizing
Expertise**



**Broadening Access to
Capital**

+ + + + + + + + + + +
+ + + + + + + + + + +

... MAKING 'CENTRALIZED' INNOVATION METHODS LESS EFFECTIVE THAN THEY USED TO BE

Research & Development

41X

Research productivity has declined 41X since 1930s

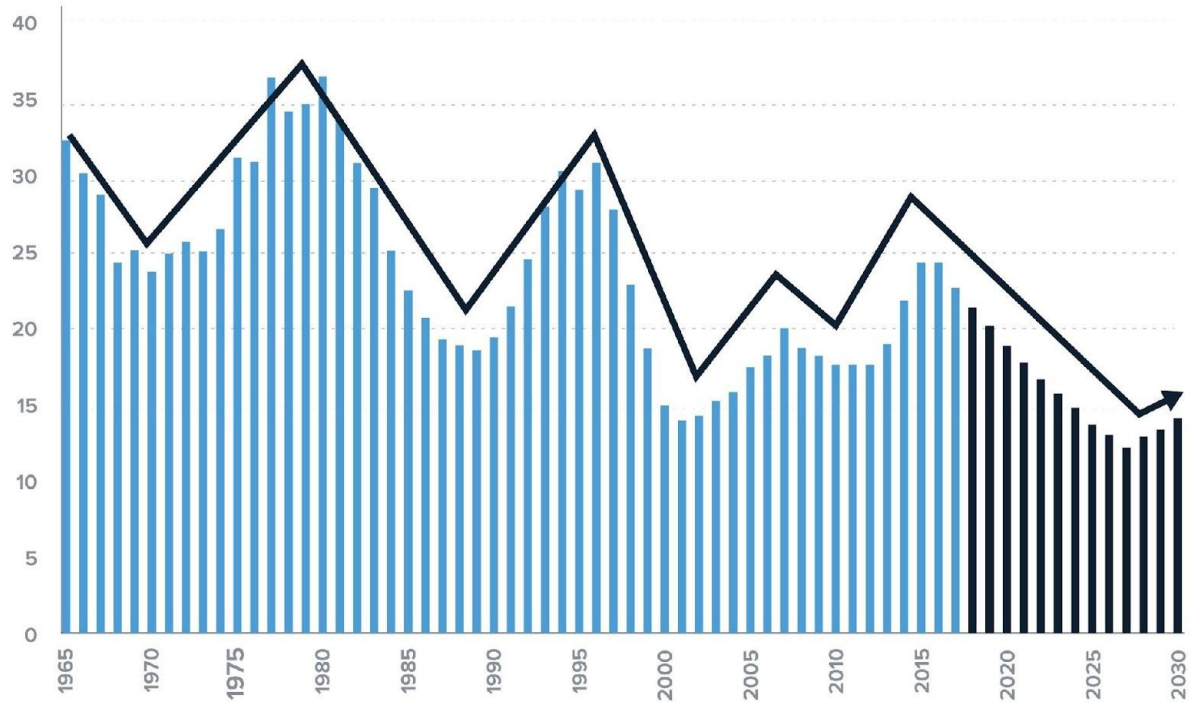
Mergers & Acquisitions

2X

Average acquisition price has doubled in 10 years

THIS MAKES IT HARDER TO COMPETE.

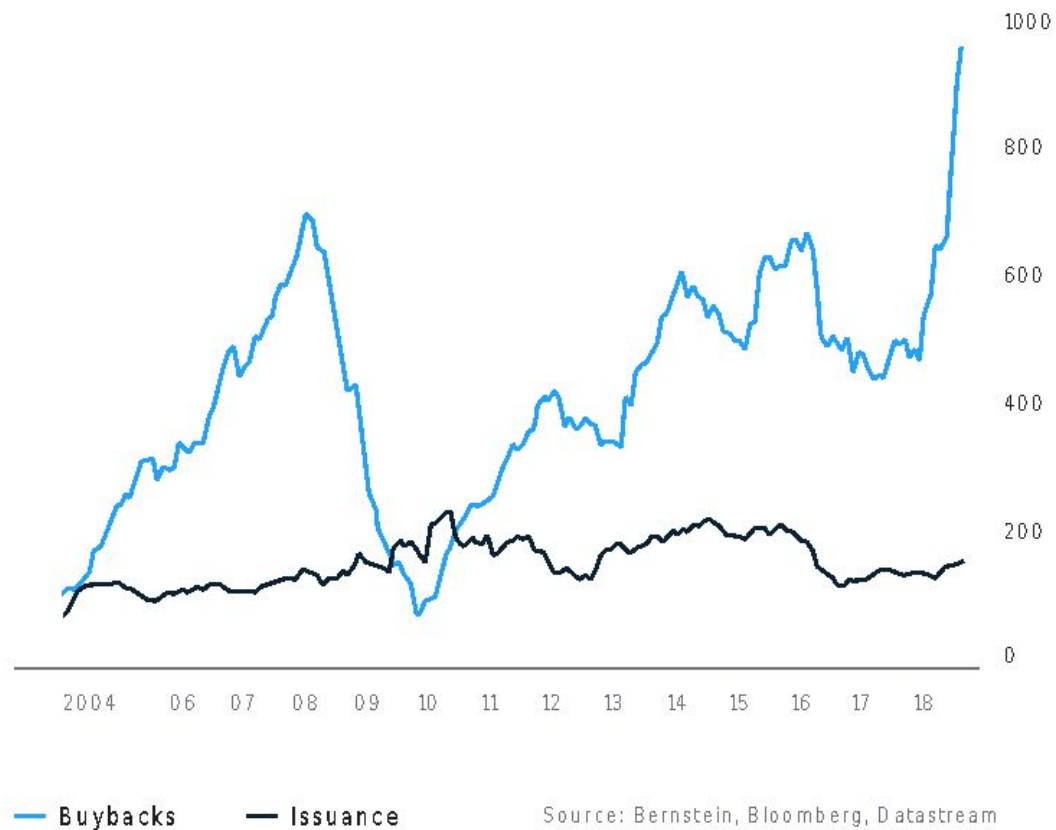
Shrinking lifespan of S&P 500 companies



SOURCE: INNOSIGHT

CAN CORPORATIONS ISSUE ANY MORE?

Buybacks outpacing
issuance



SOLUTION: ACT LIKE A STARTUP?

Corporations

Startups

Coordination

Disruption

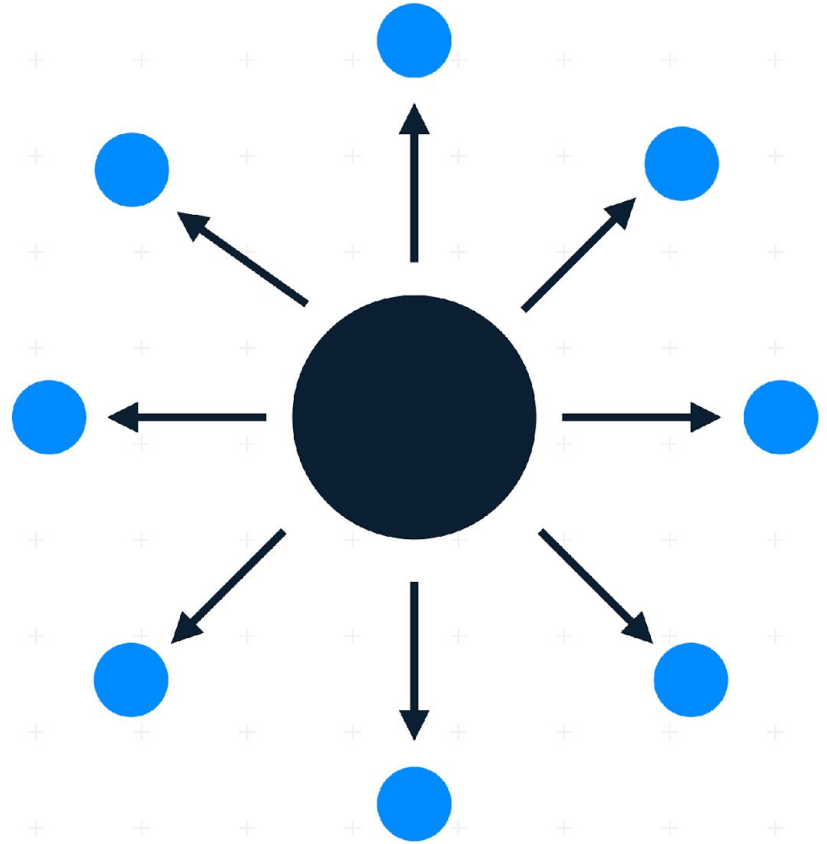
Execution

Learning

Efficiency

Speed

**THE NEW MODEL FOR
INNOVATION REQUIRES
COORDINATION OF
EXTERNAL,
DECENTRALIZED,
RESOURCES.**



**LEARN FROM NATURE
EXCUSE AS MANY
EXPERIMENTS AS
POSSIBLE,
AT THE LOWEST
POSSIBLE COST PER
EXPERIMENT**





**THE WORST PLACE TO DEVELOP
A NEW BUSINESS MODEL IS
FROM WITHIN YOUR EXISTING
BUSINESS MODEL.**

-Clayton Christensen



STARTUPS ARE LEARNING GENES

BUILD THEM, INVEST IN THEM, PARTNER WITH THEM

SOME RULES FOR “NATURAL” INNOVATION THROUGH STARTUPS

- 01 Consider the ecosystem
- 02 Focus on what will not change
- 03 Embrace redundancy; make many small bets
- 04 Invest in substitutes, not additions
- 05 Build increasing returns platforms with network effects

THE DEGREE OF INNOVATION SUCCESS MOST
CORPORATIONS ACHIEVE OVER THE NEXT
DECADE WILL BE DETERMINED LARGELY BY
THE QUALITY OF THEIR ENGAGEMENT WITH
STARTUPS



High Alpha
Innovation

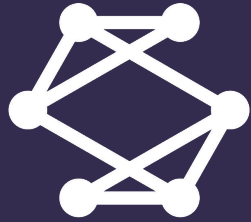


ELLIOTT PARKER

CEO

elliott@highalphainno.com

317.670.7450



Structural[®]

Humanizing Data to Connect Organizations



3 Core Beliefs Regarding Work:

1

Empowerment
+
Alignment
=
Engagement

2

Networks
>
Hierarchies

3

Performance
Accelerates with
Democratization of:
Data, Knowledge,
and Opportunity

Connected organizations win

Siloed, Slow, Hierarchical

“Our new people
struggle to navigate.”

“**Sales people can't** find
support needed
to win deals.”

“**We get siloed** by location,
floor, and department.
It's even harder
for our remote workers.”

Efficient, Agile, Empowering

“**I can find help I need**
to close deals and learn
our processes, skills and
systems in real time.”

“**I onboarded quickly**
because I had **visibility**
into the organization.”

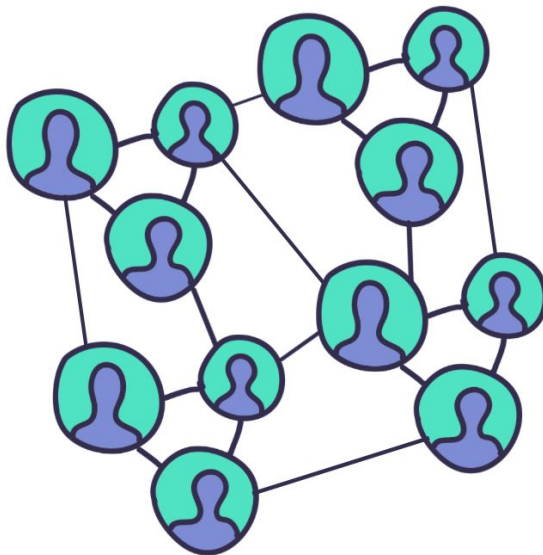
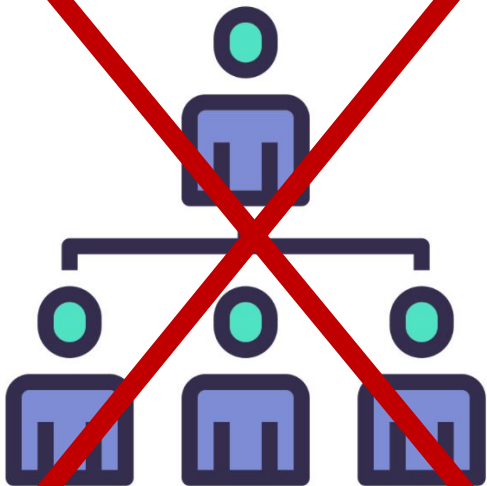
“**I no longer waste time**
playing detective to find
people and resources.”

Disconnected Organizations

Connected Organizations

“ To weather a crisis, build a network of teams.”

-McKinsey & Company



Why Networks Work

- More responsive, agile workforce
- Accessing right people at the right time
- More dynamic perspectives: increased transparency and communication
- Performance improvement: heightened engagement among individuals & teams

A Recipe not a Lightning Bolt

IIDEO Partner, Diego Rodriguez Explained Why Organizations Must Combat the “Lone Inventor Myth” in 2008

“Consider the examples of InnoCentive, of Mozilla, of Wikipedia,” Rodriguez said...

“All are contexts that bring in **lots of contributors**.









And the fundamental structure of such networked organizations is not centralized and top-down. People don’t do what they do because someone told them to do it.

Contributing to an interdependent network is its own reward.”











LinkedIn Uses Data to Help You Strengthen Your Network

People you may know with **similar roles** See all

| | | | |
|--|---|---|---|
|  <p>Sarah Ben-Zvi
Planning Manager at Wavemaker</p> <p>3 mutual connections</p> <p>Connect</p> |  <p>Richard Tallerico
Director of Manufacturing...</p> <p>10 mutual connections</p> <p>Connect</p> |  <p>Sarah Lesar
Director of Operations at Envest Microfinan...</p> <p>7 mutual connections</p> <p>Connect</p> |  <p>Bob Moliterno
Service Operations Manager at O'Toole...</p> <p>7 mutual connections</p> <p>Connect</p> |
|  <p>Samuel Trapskin
Site Operations eCommerce at...</p> <p>3 mutual connections</p> <p>Connect</p> |  <p>Mona Elabbady
Division Lead – Transit Planning & Design a...</p> <p>6 mutual connections</p> <p>Connect</p> |  <p>Megan Sarles
Partner Operations Manager, YouTube a...</p> <p>University of Wisconsin-Madison</p> <p>Connect</p> |  <p>Diego Rodriguez
CEO Defense IT Solutions Inc.</p> <p>6 mutual connections</p> <p>Connect</p> |

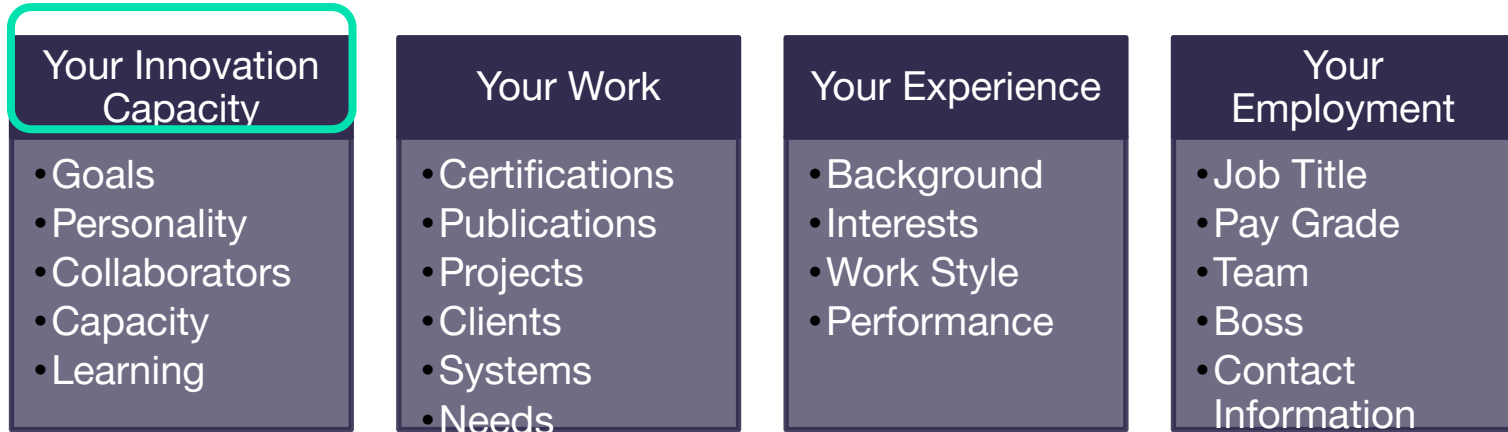
Growth Operations Specialist

People you may know from **University of Wisconsin-Madison** See all

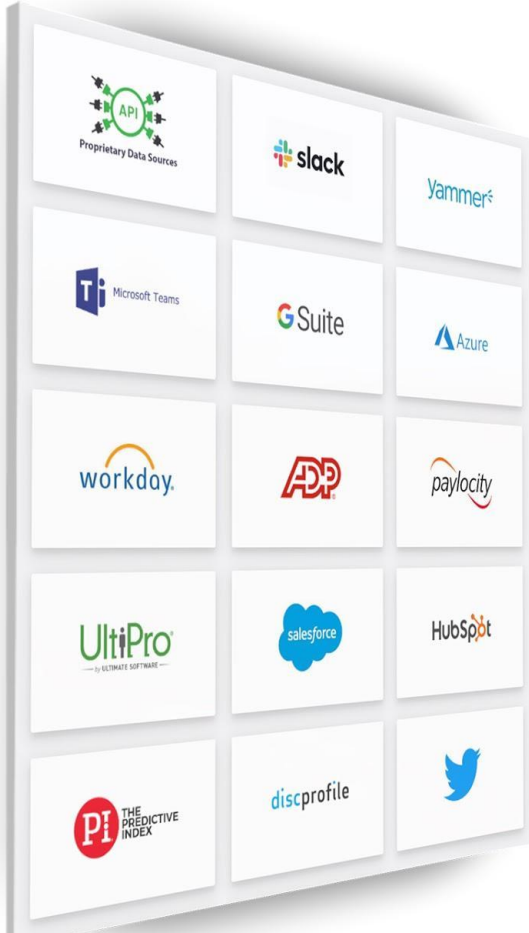
| | | | |
|---|--|---|---|
|  <p>Tyler Daniel
Operational Excellence Change Agent at Trane</p> <p>University of Wisconsin-Madison</p> <p>Connect</p> |  <p>Molly Jones
Health Information and Quality Program...</p> <p>13 mutual connections</p> <p>Connect</p> |  <p>Kevin Abou-Zeid
Machine Design Engineer at Con-Tek...</p> <p>University of Wisconsin-Madison</p> <p>Connect</p> |  <p>Ashley Choi
Change Management Associate at Exact...</p> <p>University of Wisconsin-Madison</p> <p>Connect</p> |
|  <p>Emily Orner, PHR
Director of Delivery HR at EatStreet</p> <p>University of Wisconsin-Madison</p> <p>Connect</p> |  <p>Dan Winterrose
Real Estate Associate at SARA Investment...</p> <p>University of Wisconsin-Madison</p> <p>Connect</p> |  <p>Alex Fasking
Structural Analyst</p> <p>21 mutual connections</p> <p>Connect</p> |  <p>Varshaya Visvana...
Financial Analyst in FLDP at General Mills</p> <p>6 mutual connections</p> <p>Connect</p> |

University of Wisconsin-Madison

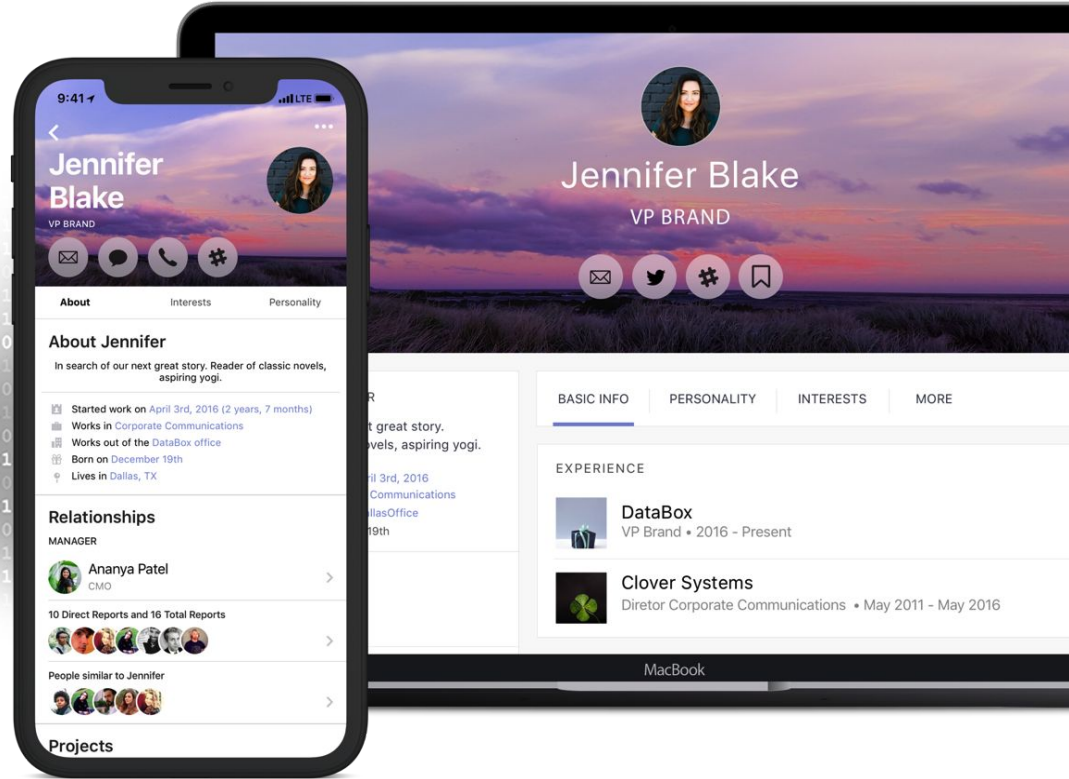
Companies overinvest in people data around employment and underinvest in creating richer profiles.



From System Silos



To Rich Profiles



Data Unlocks this Power Inside Organizations

Lauren Egan

Account Executive, Medasource

*"It's almost like a **"secret weapon"** as a new hire, in terms of getting used to your new company and coworkers."*



Jess Bonfig

Senior Producer, Sandbox Marketing

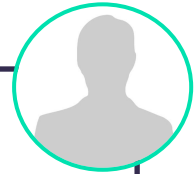
*"Producers need to know people to get things done. This is like a **one-stop shop for people, resources, and ideas."***



Division COO

Global 500 Healthcare Company

*"Our teams now find **the help and expertise they need, exactly when they need it."***



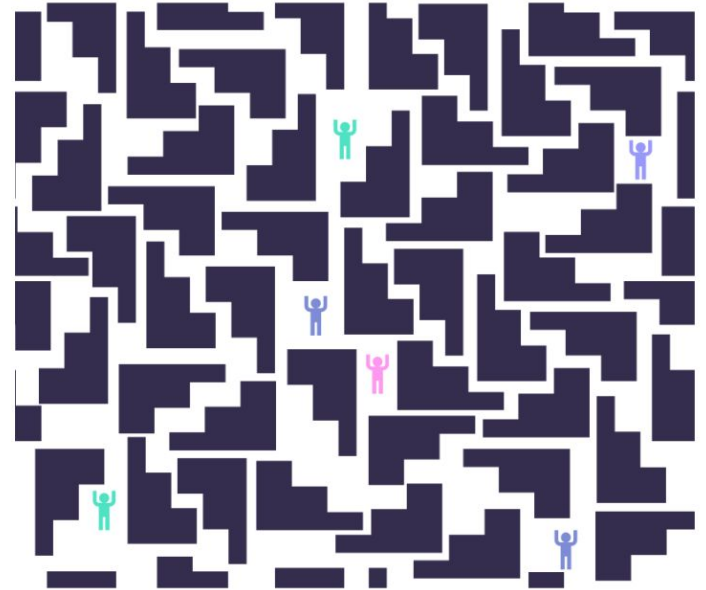
What We've Heard from Innovators:

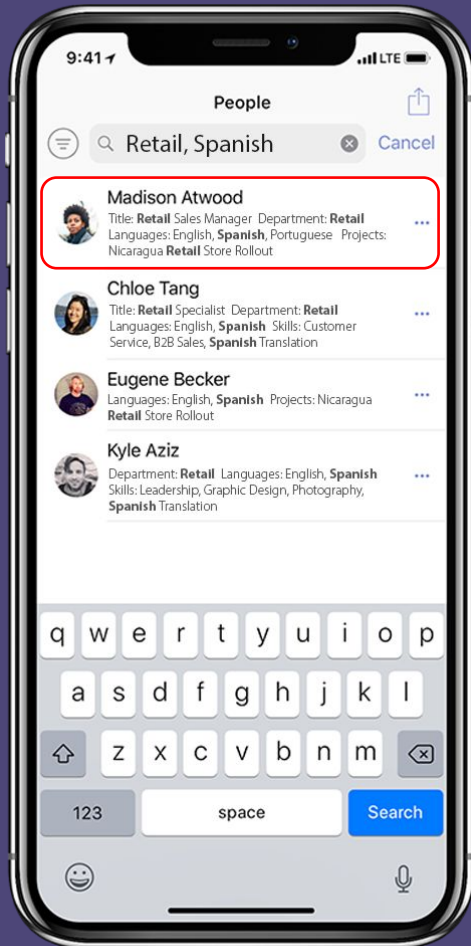
"We are better at finding content than we are at finding the right people when we need them."

"We have so much enterprise knowledge, but we don't have great ways of sharing this knowledge."

"We want to lower the barrier to people making the right connections at the right time."

"We have 120,000 people...just think about how much expertise that is, that we could be tapping into more effectively."





1

Hey Madison, I see you worked on that Argentinian flagship rollout last year. Could you be the project lead for the new Costa Rican site opening this spring?

¡Claro que sí!
Thanks for reaching out Toni!

2

3

Filter People

CLEAR ALL

Department (3) ^

- Retail
- Marketing
- Client Success
- Executive
- Sales

Capacity (2) ^

- Low
- Medium
- High

Focus Region (1) ^

- North America
- Central America

CANCEL DONE



4

People 15 Results

- Neil Ahrendt**
- Toni Bartell**
- Natalia Berezovska**
- Carissa Bormann**
- Chip Burns**
- Alix Grimm**
- Haranshvir Gujral**
- Mike Hockerman**
- Chad Hostetter**
- Scott House**
- Meghana Kamble**
- Matt Lancaster**
- Ryan Pylipow**



5

Create a New Group

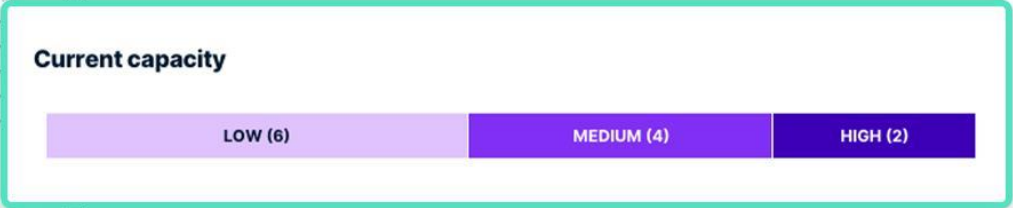
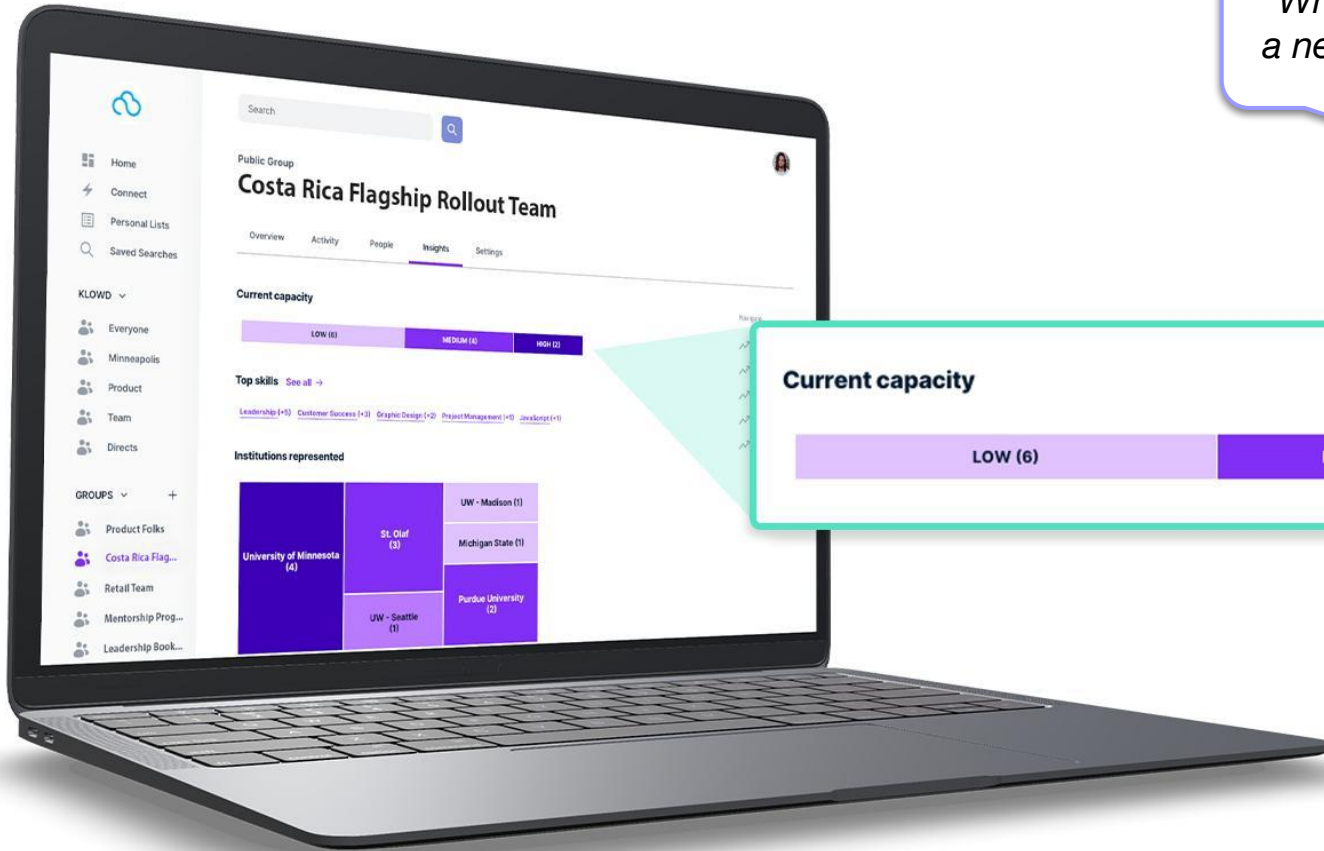
New Group Name
Costa Rica Flagship Rollout

New Group Description
This group brings together folks from Marketing, Retail and Implementation to...

Private Group

CLOSE CREATE

“Who has time to take on a new project?”



Real-Time Insight

Big Challenges Demand Networks & Diverse Perspectives

Frans Johansson, author of *The Medici Effect*, described his finding—based on interviews with people doing highly creative work in many fields—that:

innovation is more likely when people of different disciplines, backgrounds, and areas of expertise share their thinking.