

# What If 99% Of Knowledge Was Noise?



Applying Systematic Innovation To the  
Knowledge Management Challenge

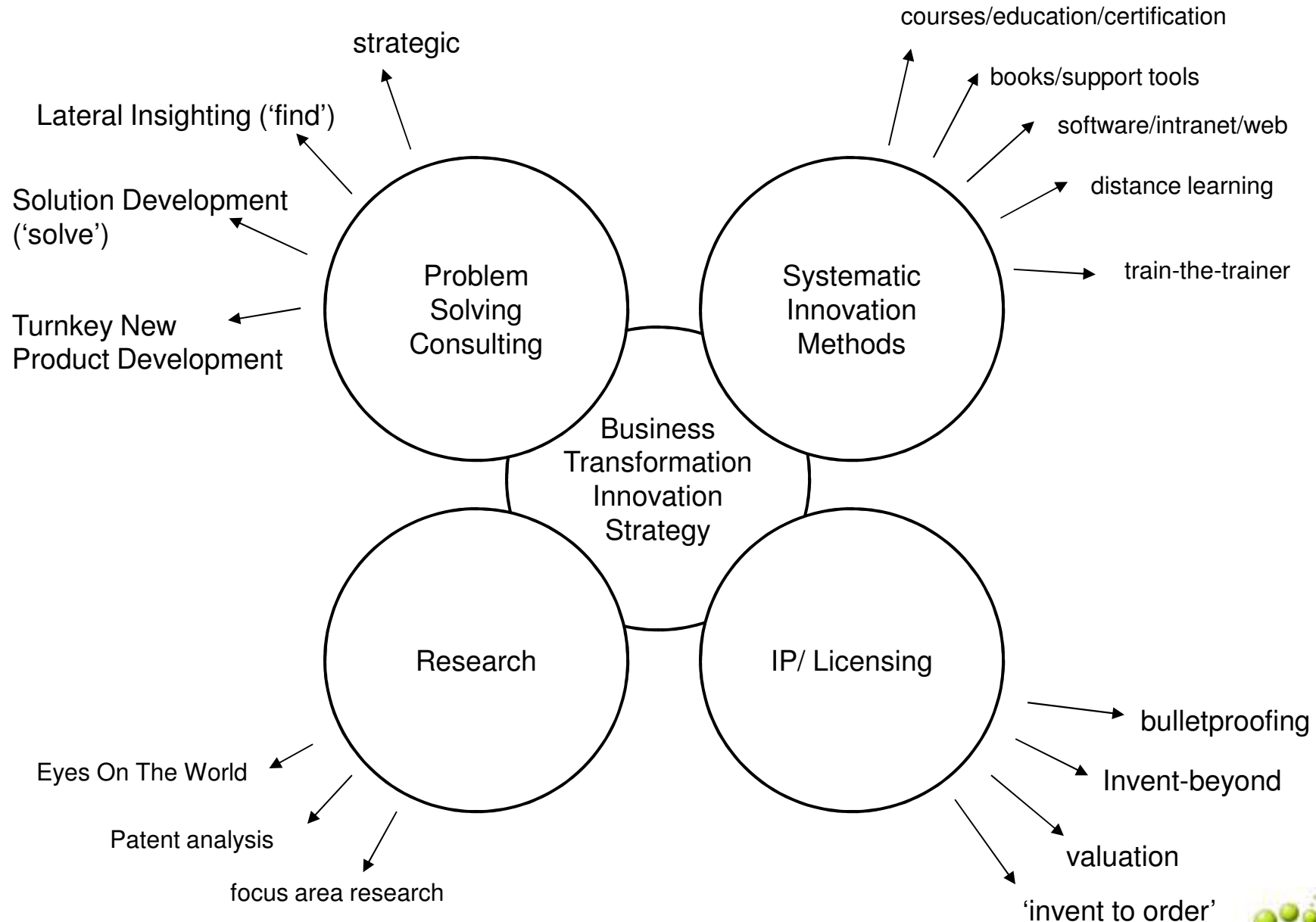
Darrell Mann



- 1) *The high level of predictability of the future, and the strategic and risk management implications thereof*
- 2) *The importance of being able to value intangible assets and integrate them into the business strategy*
- 3) *The importance of fostering a culture of change and innovation*
- 4) *What If 99% Of Knowledge Was Noise?: Applying Systematic Innovation To the Knowledge Management Challenge'*



# Systematic Innovation - Overall Business Model



...some of the clients we work with



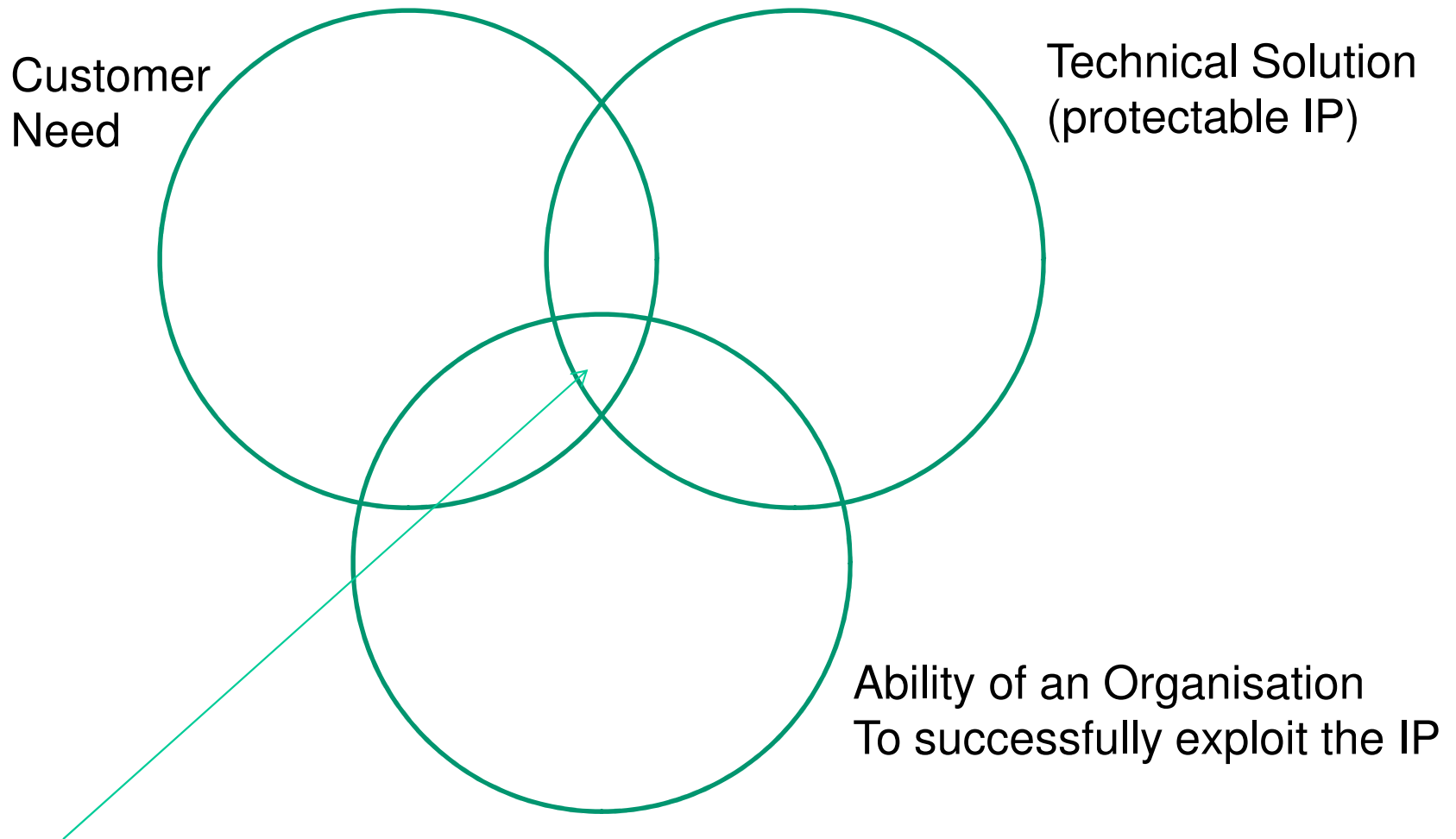
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# Connecting Worlds

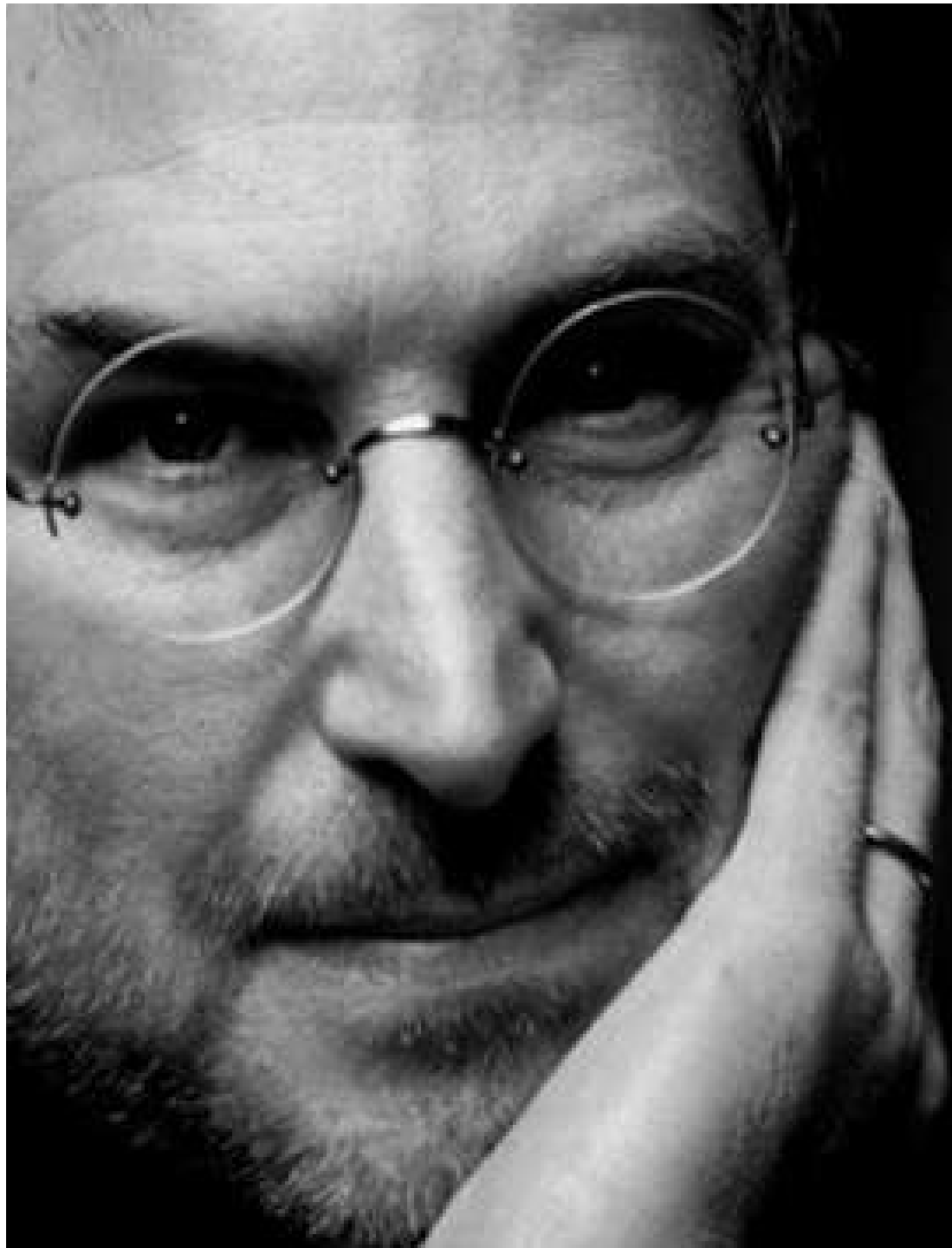


# Joined-Up Step-Change



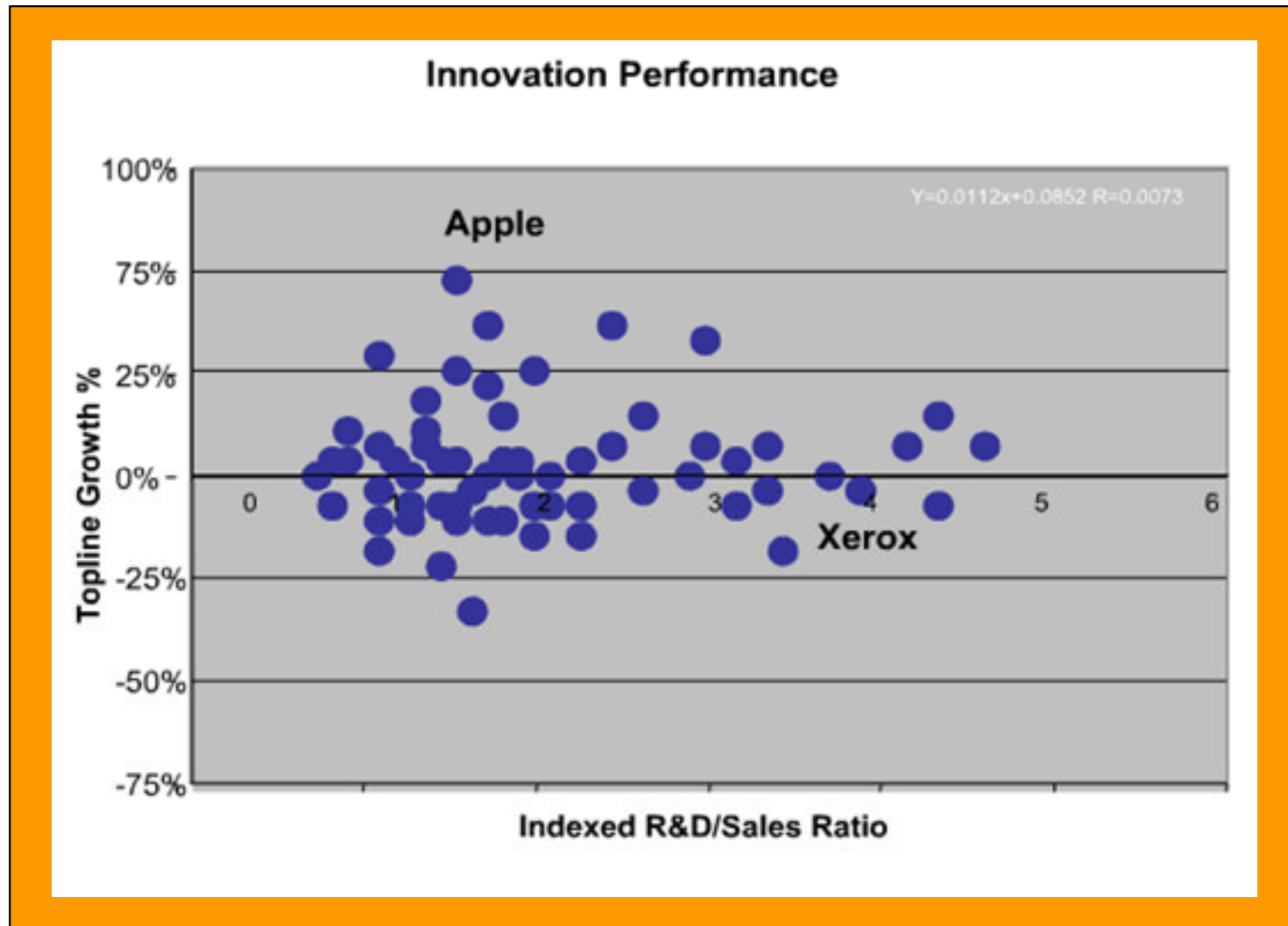
Only when all three are in place is there an opportunity for successful commercialisation





**“Wait for the  
next big thing”**

# Innovation: What CEOs & Investors See



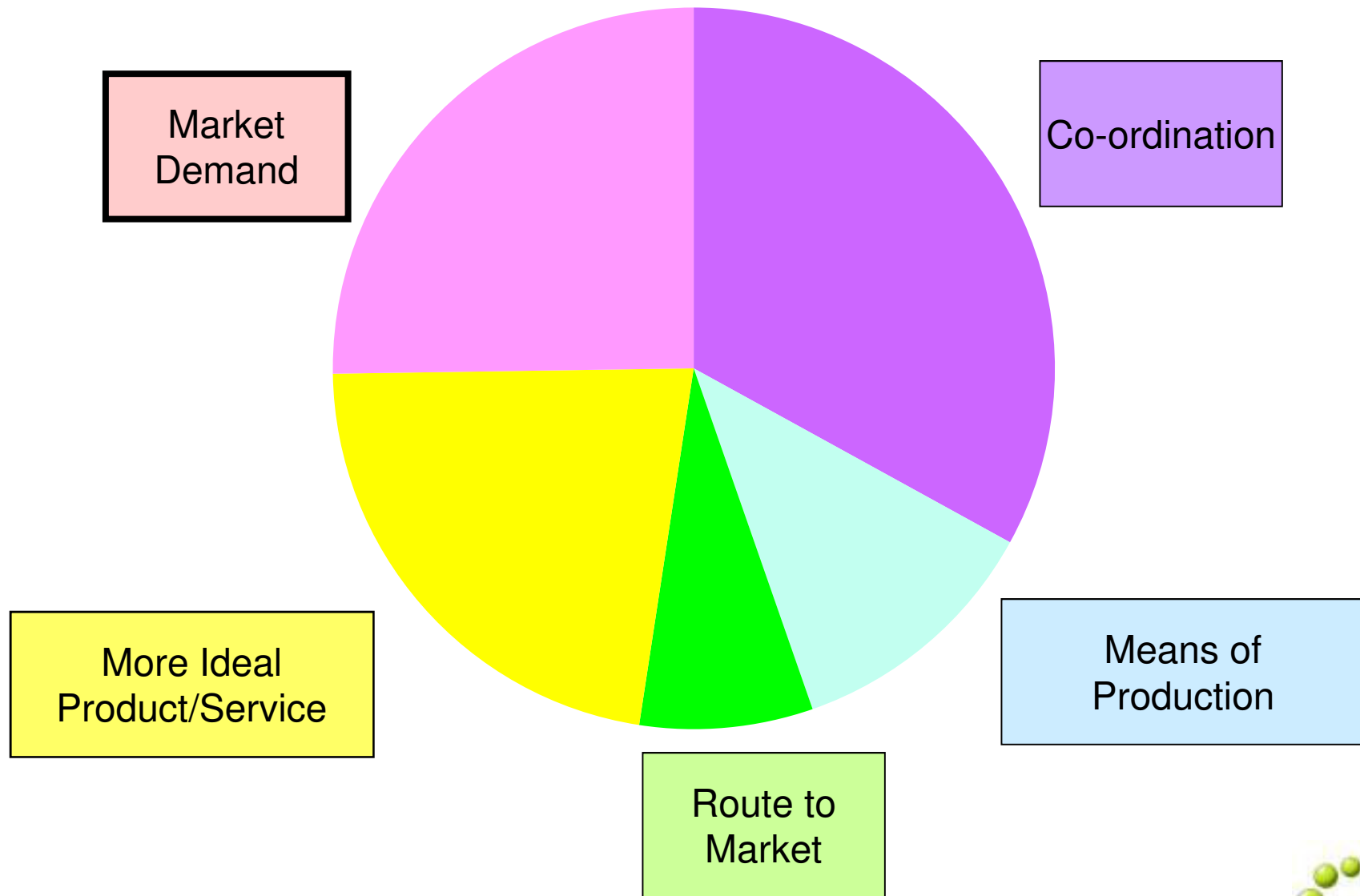




*A successful  
change initiative is  
about as likely as  
picking the right  
number on a  
roulette wheel*



# Where Failures Happen - MNCs





Every business...

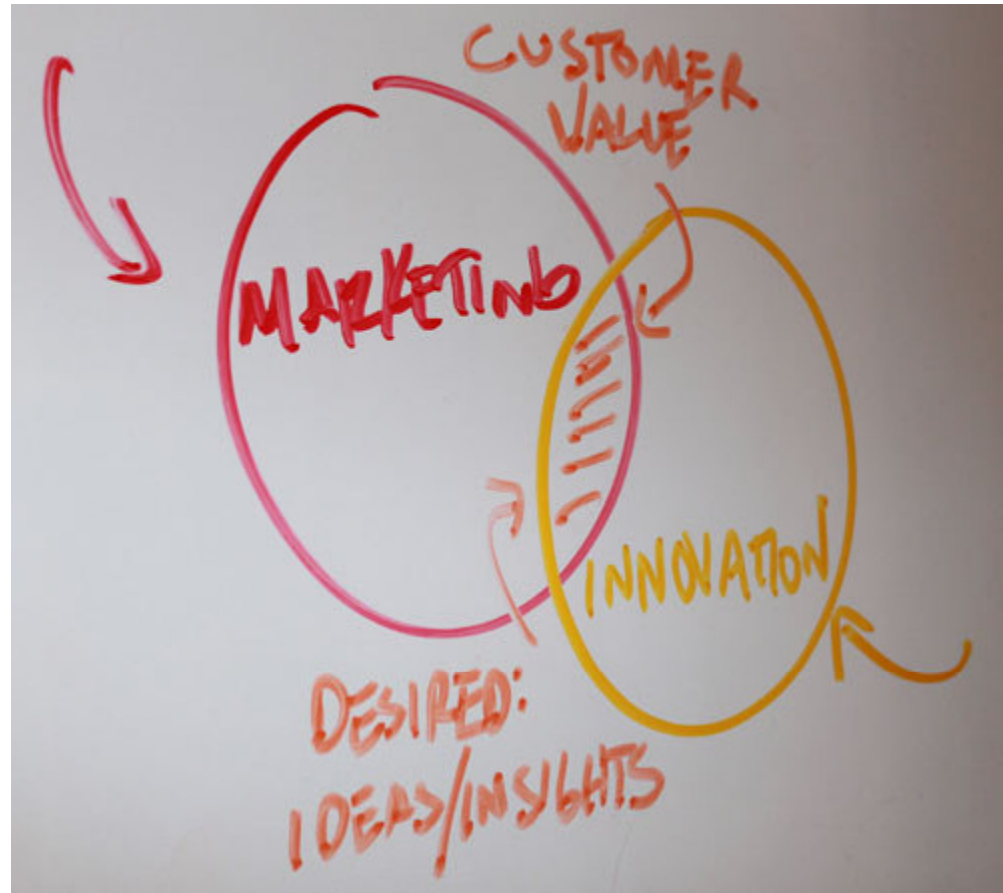
...is a **COMPLEX** system

IT'S THE WHOLE THING

~~KEEP IT SIMPLE, STUPID~~

Every complex problem has a simple wrong answer  
*Niels Bohr*





Business has only two basic functions-  
marketing and innovation.

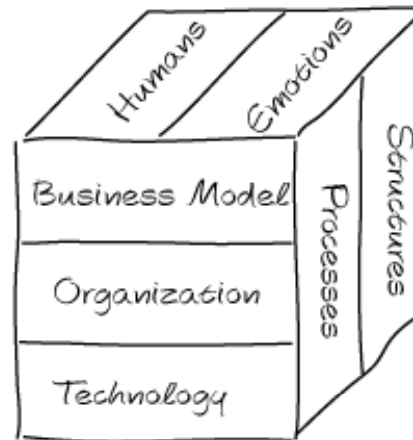
**Peter Drucker**



## External Drivers

High Market Expectations  
Intense Competition  
New Value Chains  
Disruptive Technologies  
Demographic Changes  
Scarcity of resources  
Government Regulations

## An Enterprise



## Internal Drivers

Repositioning  
Business Model Innovation  
Mergers & Acquisitions  
Expansion to new markets

Change is inevitable. Progress is not.

All **progress** is change, but **not** all  
change is **progress**





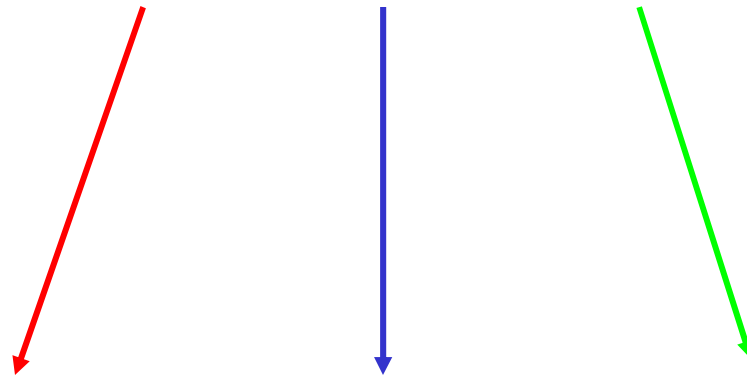


**Innovation:**  
**a commercially successful  
step change advance**

(nothing to do with 'optimization')

# Innovation

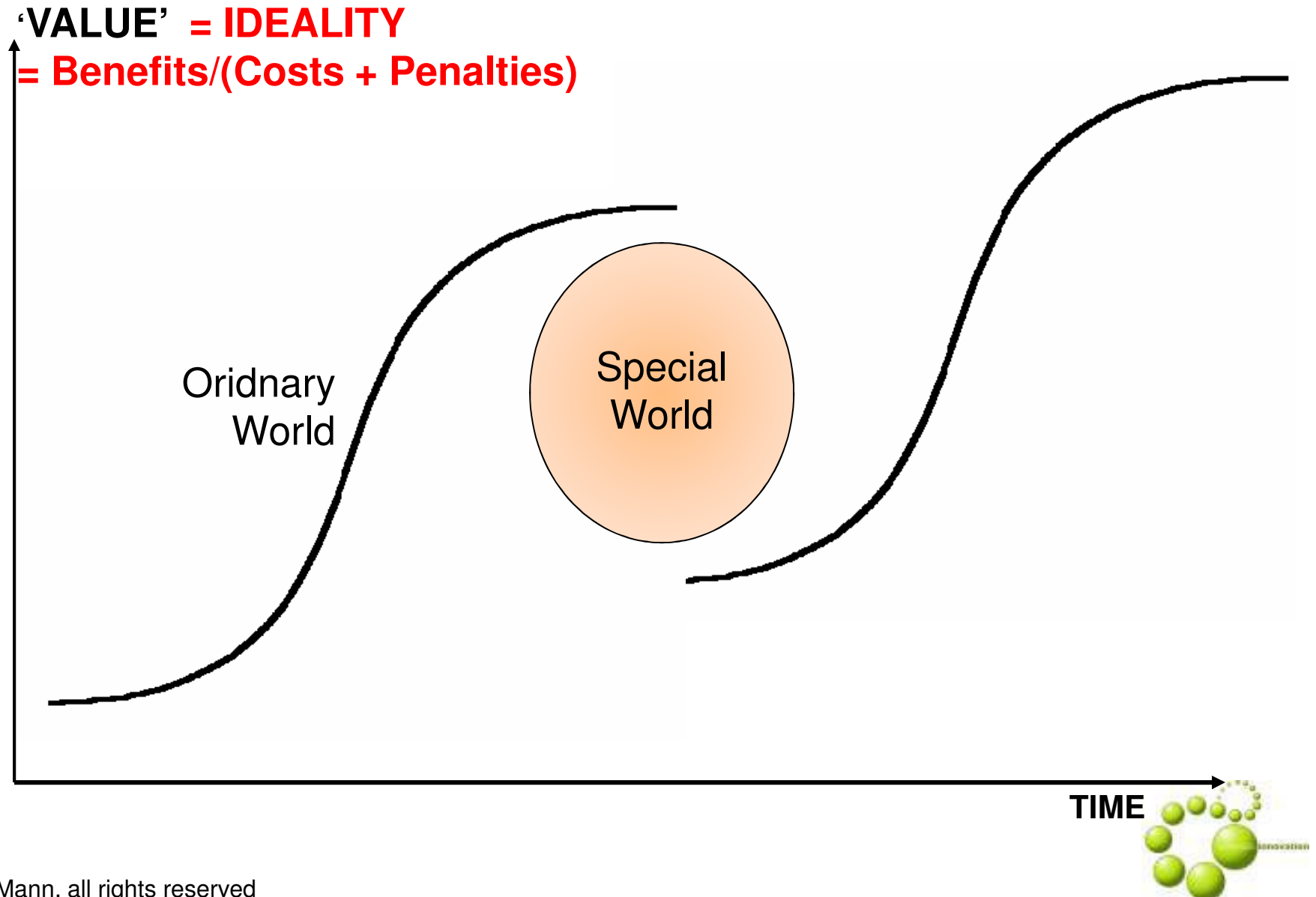
Innovation = **DOING THINGS BETTER**



Innovation = **ACTION**x**KNOWLEDGE**x**CREATIVITY**



# Why Is Action x Knowledge x Creativity So Difficult?



## ordinary world

Everything's working  
Feels good  
Clear rules

Knowledge exists

Routine  
Boredom  
'Sleeping' mind



## special world

Nothing seems to work  
Uncomfortable/horrible  
Confusion

Knowledge has to be found

Creativity  
Excitement  
'Awoken' open mind





1975





# ATTENTION!

FOR CHEAP  
CAR INSURANCE

FOR COMPARE  
MEERKATS

GO TO

[comparethemarket.com](http://comparethemarket.com)



CONTINUE TO

[comparethameerkat.com](http://comparethameerkat.com)



Simples!



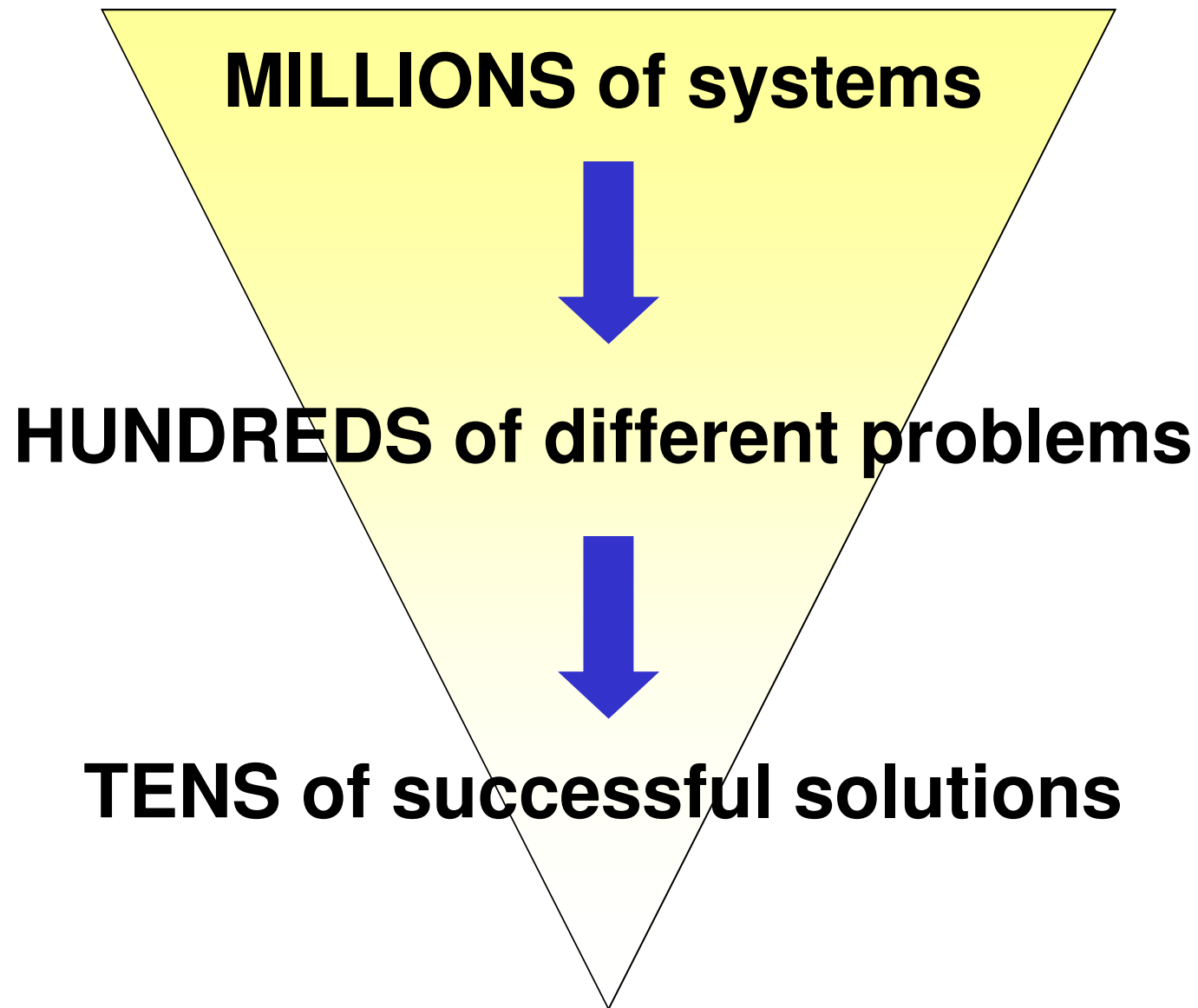
# ‘Bladeless Fan’





**every  
innovation  
has a  
unique  
story**

**each one is the same.**



**SOMEONE, SOMEWHERE ALREADY SOLVED YOUR PROBLEM**



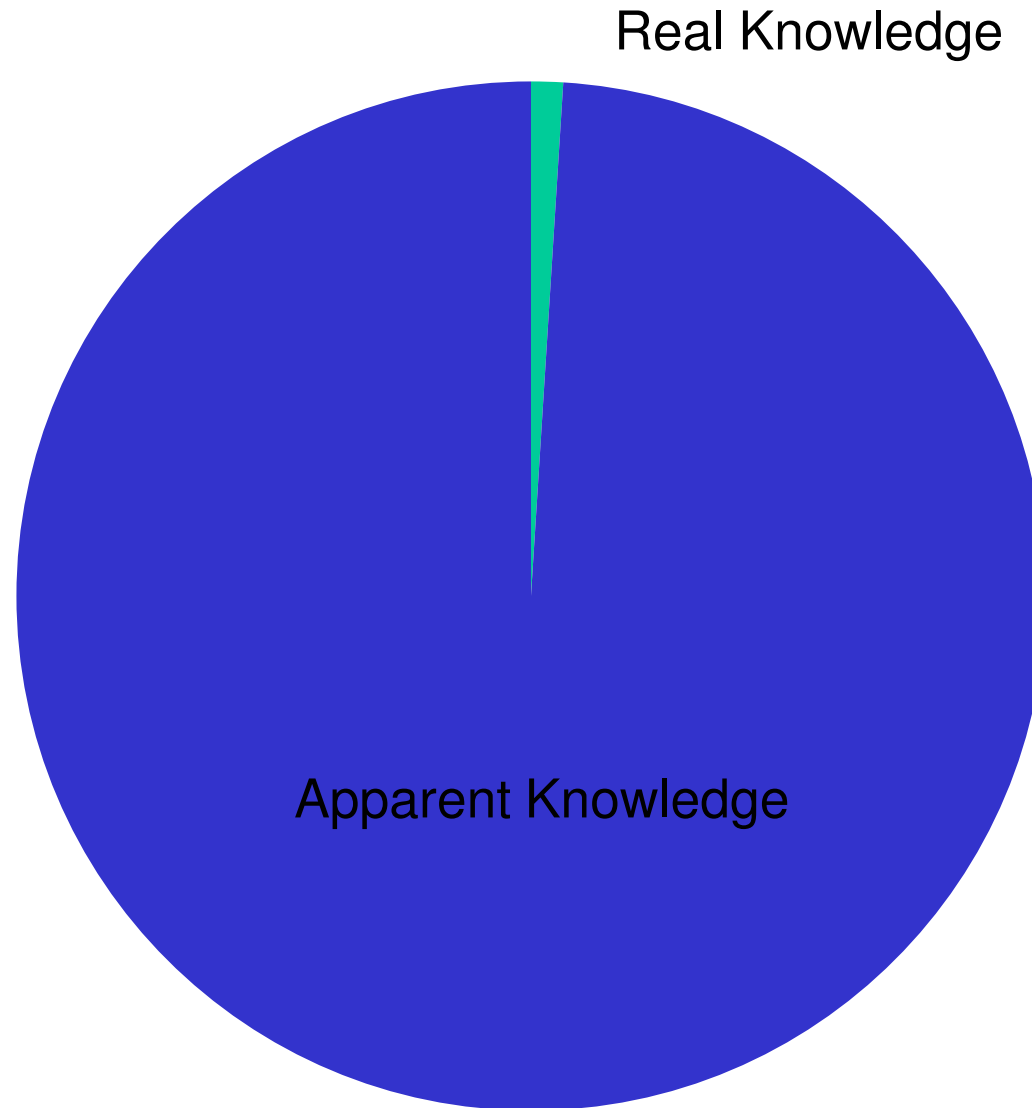


A close-up photograph of a large pile of unsorted jigsaw puzzle pieces. The pieces are in various colors including blue, yellow, orange, red, green, and purple, and are scattered across a light-colored surface. The pieces are interlocked in some places but mostly loose and overlapping.

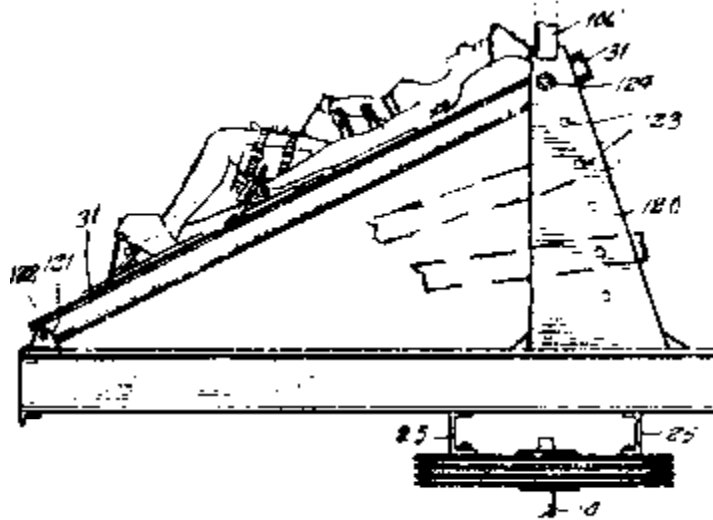
‘nothing new under the sun’...

...just a few billion ways  
to combine the things we know



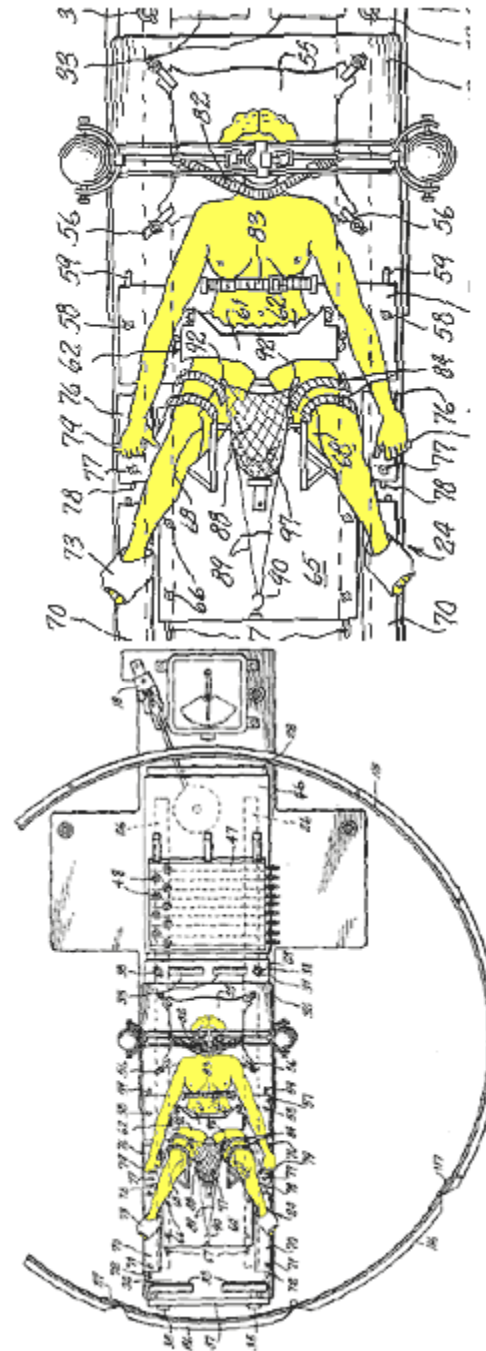


# Knowledge?



US Patent 3,216,423

‘Centrifugal force  
accelerates baby’



# Two And Three...

...two ways to innovate:

- 1) New **Function** / deliver Function new way
- 2) Solve a **Contradiction**

...three ways to generate:

- 1) **FUNCTION** database
- 2) **CONTRADICTION** database
- 3) **EVOLUTION POTENTIAL** database



# Remove Water from glass

Without touching the glass



# Knowledge from all fields

**How many ways do you know to move a liquid?**

Absorption	Electroosmosis	Osmosis
Acoustic Cavitation	Electrophoresis	Pascal Law
Acoustic Vibrations	Electrostatic Induction	Resonance
Archimedes' Principle	Ellipse	Shock Wave
Bernoulli's Theorem	Evaporation	Spiral
Belling	Ferromagnetism	Super Thermal Conductivity
Brush Constructions	Force Oscillations	Superfluidity
Capillary Condensation	Funnel Effect	Surface Tension
Capillary Evaporation	Gravity	Thermal Expansion
Capillary Pressure	Inertia	Thermocapillary Effect
Coanda Effect	Ionic Exchange	Thermomechanical Effect
Condensation	Jet Flow	Ultrasonic Capillary Effect
Coulomb's Law	Lorentz Force	Ultrasonic Vibrations
Deformation	Magnetostriction	Use of foam
Electrocapillary Effect	Mechanocaloric Effect	Wetting



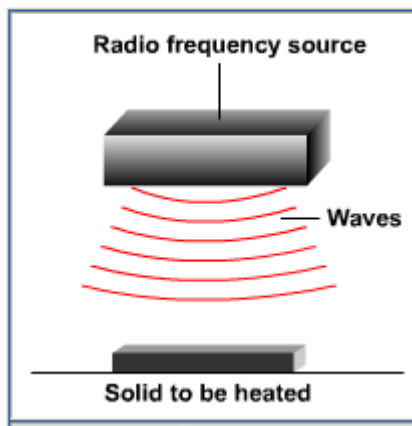
# Other Means of Delivering The 'Heat Solid' Function

## Radio frequency heating

**Function:** Heats

**State:** Solid

It is a process of heating materials through the application of radio waves of high frequency—heating uses electro-magnetic fields with wavelengths of 7.4 to 44.2 metres. This technology is u



[www.systematic-innovation.com](http://www.systematic-innovation.com)

Search Function:

Heats

☒ Solid ☐ Liquid ☐ Gas ☐ Field

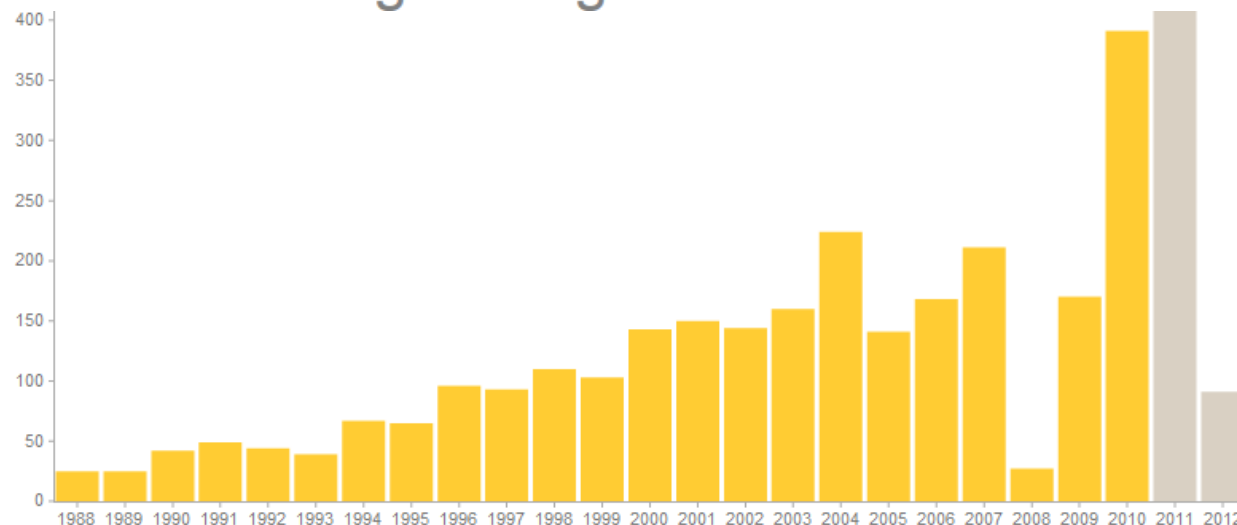
Search Found 20 Results

- > Air Impingement
- > Combustion
- > Condensation Heating
- > Conduction
- > Convection
- > Eddy Current
- > Exothermic Reactions
- > Induction heating
- > Infra red Heating
- > Laser
- > Light wave heating
- > Microwave Radiation
- > Peltier Effect
- > Phase Changes
- > Radiation
- > Radio frequency heating
- > Shunt Effect
- > Solar Energy
- > Strain Heating
- > Ultrasonic Heating



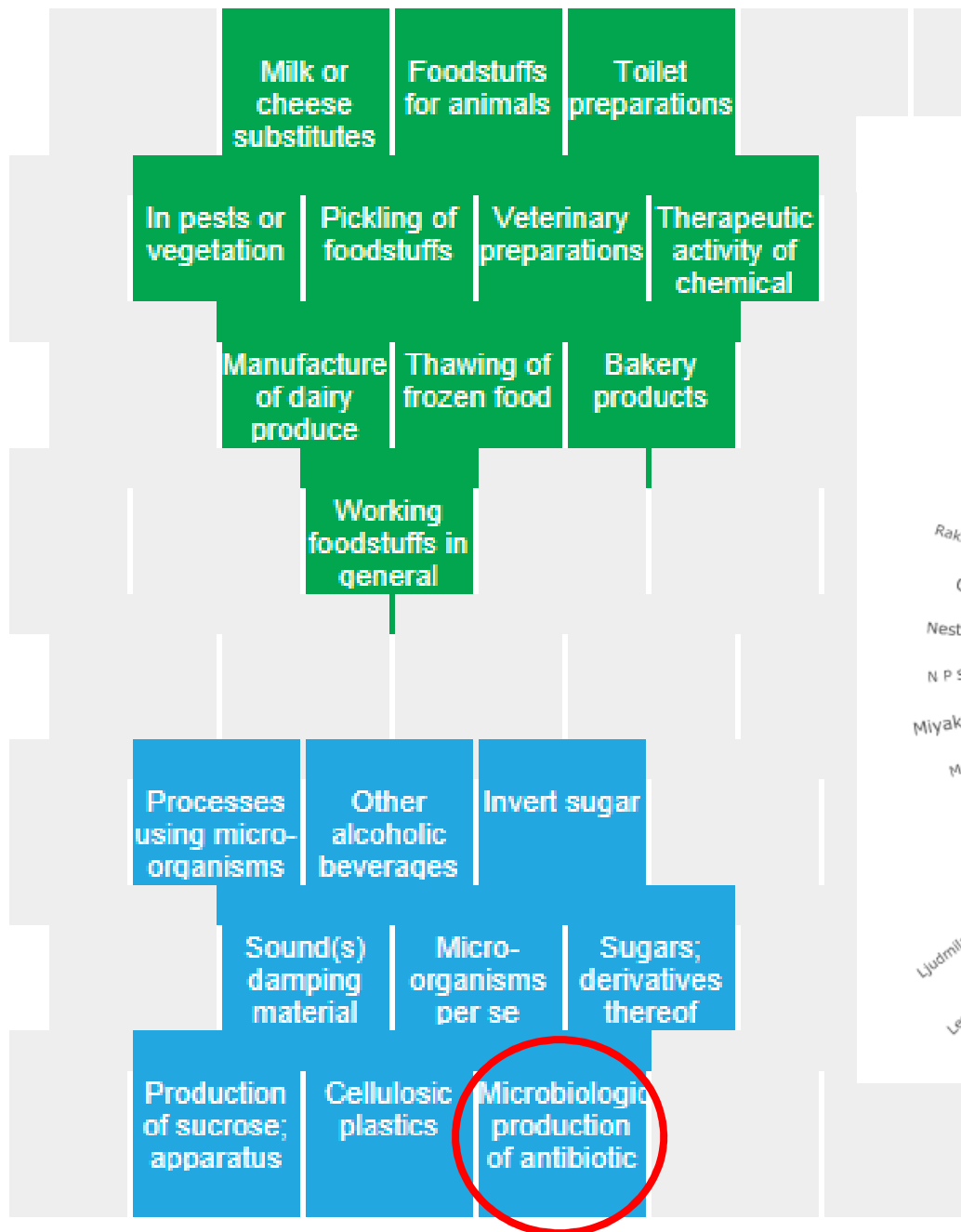
# Starch-Sugar Conversion

**Ajinomoto** • Asahi Chemical • Cheil Jedang • Cj Cheiljedang • Cpc • Dae Doo Food S • Ehjkos A • Ezaki  
 Glico • Fuji Oil • G Obrazovatel Noe Uchrezhdenie • G Obrazovatel Noe  
 Uchrezhdenie Vysshego... • Gen Foods • Hayashibara  
**Biochem Lab** • House Foods • Inner Mongolia Yili Group • Japan Maize  
 Prod • Kao • Kirin Brewery • Korea Food Dev Inst • Korea Food Res Inst • Kvasenkov Oleg  
 Ivanovich • Life Savers • Lotte • Matsutani Kagaku Kogyo • Meiji Seika  
 Kaisha • Nabisco Brands • Nat Distillers Chem • Nat Univ Food Technologies  
 • Nestle • Nong Sim • Ooo Firm • Organo • Otkrytoe Aktsionernoe Obshches • Paris  
 Croissant • Procter Gamble • Roquette Freres • Sanei Gen Ffi • Showa Sangyo • Snow Brand Milk Prod  
 • Solazyme • Takeda Chemical • Tianjin Lanshi Seasoning • Tovarithchestvo S Ogranichenno • Towa  
 Chemical • Uha Mikakuto • Unilever • Univ Jiangnan • Univ Tianjin • Uop  
 • Young Kwang Fisheries



Country	Count
China	928
South Korea	652
Japan	484
United States	189
Russia	165
Germany	70
Switzerland	43
France	31
Ukraine	24
Netherlands	24
United Kingdom	24
Canada	13
Romania	12
Spain	12
Finland	11
Lithuania	9
Sweden	8
India	7







		Physical										Performance										Efficiency										Ility										Manufacture/Cost										Intangible										Measurement																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
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Physical	Weight of moving capact	1.14	1.17	1.19	1.21	1.23	1.25	1.27	1.29	1.31	1.33	1.35	1.37	1.39	1.41	1.43	1.45	1.47	1.49	1.51	1.53	1.55	1.57	1.59	1.61	1.63	1.65	1.67	1.69	1.71	1.73	1.75	1.77	1.79	1.81	1.83	1.85	1.87	1.89	1.91	1.93	1.95	1.97	1.99	2.01	2.03	2.05	2.07	2.09	2.11	2.13	2.15	2.17	2.19	2.21	2.23	2.25	2.27	2.29	2.31	2.33	2.35	2.37	2.39	2.41	2.43	2.45	2.47	2.49	2.51	2.53	2.55	2.57	2.59	2.61	2.63	2.65	2.67	2.69	2.71	2.73	2.75	2.77	2.79	2.81	2.83	2.85	2.87	2.89	2.91	2.93	2.95	2.97	2.99	3.01	3.03	3.05	3.07	3.09	3.11	3.13	3.15	3.17	3.19	3.21	3.23	3.25	3.27	3.29	3.31	3.33	3.35	3.37	3.39	3.41	3.43	3.45	3.47	3.49	3.51	3.53	3.55	3.57	3.59	3.61	3.63	3.65	3.67	3.69	3.71	3.73	3.75	3.77	3.79	3.81	3.83	3.85	3.87	3.89	3.91	3.93	3.95	3.97	3.99	4.01	4.03	4.05	4.07	4.09	4.11	4.13	4.15	4.17	4.19	4.21	4.23	4.25	4.27	4.29	4.31	4.33	4.35	4.37	4.39	4.41	4.43	4.45	4.47	4.49	4.51	4.53	4.55	4.57	4.59	4.61	4.63	4.65	4.67	4.69	4.71	4.73	4.75	4.77	4.79	4.81	4.83	4.85	4.87	4.89	4.91	4.93	4.95	4.97	4.99	5.01	5.03	5.05	5.07	5.09	5.11	5.13	5.15	5.17	5.19	5.21	5.23	5.25	5.27	5.29	5.31	5.33	5.35	5.37	5.39	5.41	5.43	5.45	5.47	5.49	5.51	5.53	5.55	5.57	5.59	5.61	5.63	5.65	5.67	5.69	5.71	5.73	5.75	5.77	5.79	5.81	5.83	5.85	5.87	5.89	5.91	5.93	5.95	5.97	5.99	6.01	6.03	6.05	6.07	6.09	6.11	6.13	6.15	6.17	6.19	6.21	6.23	6.25	6.27	6.29	6.31	6.33	6.35	6.37	6.39	6.41	6.43	6.45	6.47	6.49	6.51	6.53	6.55	6.57	6.59	6.61	6.63	6.65	6.67	6.69	6.71	6.73	6.75	6.77	6.79	6.81	6.83	6.85	6.87	6.89	6.91	6.93	6.95	6.97	6.99	7.01	7.03	7.05	7.07	7.09	7.11	7.13	7.15	7.17	7.19	7.21	7.23	7.25	7.27	7.29	7.31	7.33	7.35	7.37	7.39	7.41	7.43	7.45	7.47	7.49	7.51	7.53	7.55	7.57	7.59	7.61	7.63	7.65	7.67	7.69	7.71	7.73	7.75	7.77	7.79	7.81	7.83	7.85	7.87	7.89	7.91	7.93	7.95	7.97	7.99	8.01	8.03	8.05	8.07	8.09	8.11	8.13	8.15	8.17	8.19	8.21	8.23	8.25	8.27	8.29	8.31	8.33	8.35	8.37	8.39	8.41	8.43	8.45	8.47	8.49	8.51	8.53	8.55	8.57	8.59	8.61	8.63	8.65	8.67	8.69	8.71	8.73	8.75	8.77	8.79	8.81	8.83	8.85	8.87	8.89	8.91	8.93	8.95	8.97	8.99	9.01	9.03	9.05	9.07	9.09	9.11	9.13	9.15	9.17	9.19	9.21	9.23	9.25	9.27	9.29	9.31	9.33	9.35	9.37	9.39	9.41	9.43	9.45	9.47	9.49	9.51	9.53	9.55	9.57	9.59	9.61	9.63	9.65	9.67	9.69	9.71	9.73	9.75	9.77	9.79	9.81	9.83	9.85	9.87	9.89	9.91	9.93	9.95	9.97	9.99	10.01	10.03	10.05	10.07	10.09	10.11	10.13	10.15	10.17	10.19	10.21	10.23	10.25	10.27	10.29	10.31	10.33	10.35	10.37	10.39	10.41	10.43	10.45	10.47	10.49	10.51	10.53	10.55	10.57	10.59	10.61	10.63	10.65	10.67	10.69	10.71	10.73	10.75	10.77	10.79	10.81	10.83	10.85	10.87	10.89	10.91	10.93	10.95	10.97	10.99	11.01	11.03	11.05	11.07	11.09	11.11	11.13	11.15	11.17	11.19	11.21	11.23	11.25	11.27	11.29	11.31	11.33	11.35	11.37	11.39	11.41	11.43	11.45	11.47	11.49	11.51	11.53	11.55	11.57	11.59	11.61	11.63	11.65	11.67	11.69	11.71	11.73	11.75	11.77	11.79	11.81	11.83	11.85	11.87	11.89	11.91	11.93	11.95	11.97	11.99	12.01	12.03	12.05	12.07	12.09	12.11	12.13	12.15	12.17	12.19	12.21	12.23	12.25	12.27	12.29	12.31	12.33	12.35	12.37	12.39	12.41	12.43	12.45	12.47	12.49	12.51	12.53	12.55	12.57	12.59	12.61	12.63	12.65	12.67	12.69	12.71	12.73	12.75	12.77	12.79	12.81	12.83	12.85	12.87	12.89	12.91	12.93	12.95	12.97	12.99	13.01	13.03	13.05	13.07	13.09	13.11	13.13	13.15	13.17	13.19	13.21	13.23	13.25	13.27	13.29	13.31	13.33	13.35	13.37	13.39	13.41	13.43	13.45	13.47	13.49	13.51	13.53	13.55	13.57	13.59	13.61	13.63	13.65	13.67	13.69	13.71	13.73	13.75	13.77	13.79	13.81	13.83	13.85	13.87	13.89	13.91	13.93	13.95	13.97	13.99	14.01	14.03	14.05	14.07	14.09	14.11	14.13	14.15	14.17	14.19	14.21	14.23	14.25	14.27	14.29	14.31	14.33	14.35	14.37	14.39	14.41	14.43	14.45	14.47	14.49	14.51	14.53	14.55	14.57	14.59	14.61	14.63	14.65	14.67	14.69	14.71	14.73	14.75	14.77	14.79	14.81	14.83	14.85	14.87	14.89	14.91	14.93	14.95	14.97	14.99	15.01	15.03	15.05	15.07	15.09	15.11	15.13	15.15	15.17	15.19	15.21	15.23	15.25	15.27	15.29	15.31	15.33	15.35	15.37	15.39	15.41	15.43	15.45	15.47	15.49	15.51	15.53	15.55	15.57	15.59	15.61	15.63	15.65	15.67	15.69	15.71	15.73	15.75	15.77	15.79	15.81	15.83	15.85	15.87	15.89	15.91	15.93	15.95	15.97	15.99	16.01	16.03	16.05	16.07	16.09	16.11	16.13	16.15	16.17	16.19	16.21	16.23	16.25	16.27	16.29	16.31	16.33	16.35	16.37	16.39	16.41	16.43	16.45	16.47	16.49	16.51	16.53	16.55	16.57	16.59	16.61	16.63	16.65	16.67	16.69	16.71	16.73	16.75	16.77	16.79	16.81	16.83	16.85	16.87	16.89	16.91	16.93	16.95	16.97	16.99	17.01	17.03	17.05	17.07	17.09	17.11	17.13	17.15	17.17	17.19	17.21	17.23	17.25	17.27	17.29	17.31	17.33	17.35	17.37	17.39	17.41	17.43	17.45	17.47	17.49	17.51	17.53	17.55	17.57	17.59	17.61	17.63	17.65	17.67	17.69	17.71	17.73	17.75	17.77	17.79	17.81	17.83	17.85	17.87	17.89	17.91	17.93	17.95	17.97	17.99	18.01	18.03	18.05	18.07	18.09	18.11	18.13	18.15	18.17	18.19	18.21	18.23	18.25	18.27	18.29	18.31	18.33	18.35	18.37	18.39	18.41	18.43	18.45	18.47	18.49	18.51	18.53	18.55	18.57	18.59	18.61	18.63	18.65	18.67	18.69	18.71	18.73	18.75	18.77	18.79	18.81	18.83	18.85	18.87	18.89	18.91	18.93	18.95	18.97	18.99	19.01	19.03	19.05	19.07	19.09	19.11	19.13	19.15	19.17	19.19	19.21	19.23	19.25	19.27	19.29	19.31	19.33	19.35	19.37	19.39	19.41	19.43	19.45	19.47	19.49	19.51	19.53	19.55	19.57	19.59	19.61	19.63	19.65	19.67	19.69	19.71	19.73	19.75	19.77	19.79	19.81	19.83	19.85	19.87	19.89	19.91	19.93	19.95	19.97	19.99	20.01	20.03	20.05	20.07	20.09	20.11	20.13	20.15	20.17	20.19	20.21	20.23	20.25	20.27	20.29	20.31	20.33	20.35	20.37	20.39	20.41	20.43	20.45	20.47	20.49	20.51	20.53	20.55	20.57	20.59	20.61	20.63	20.65	20.67	20.69	20.71	20.73	20.75	20.77	20.79	20.81	20.83	20.85	20.87	20.89	20.91	20.93	20.95	20.97	20.99	21.01	21.03	21.05	21.07	21.09	21.11	21.13	21.15	21.17	21.19	21.21	21.23	21.25	21.27	21.29	21.31	21.33	21.35	21.37	21.39	21.41	21.43	21.45	21.47	21.49	21.51	21.53	21.55	21.57	21.59	21.61	21.63	21.65	21.67	21.69	21.71	21.73	21.75	21.77	21.79	21.81	21.83	21.85	21.87	21.89	21.91	21.93	21.95	21.97	21.99	22.01	22.03	22.05	22.07	22.09	22.11	22.13	22.15	22.17	22.19	22.21	22.23	22.25	22.27	22.29	22.



We wish to reduce the cost of chicken feed  
BUT the nutritional value cannot be reduced



I want to reduce  
manufacture cost....

...but I don't want to adversely affect quality



		Worsening Feature		Physical										Performance										Efficiency										Illy										Manufacture Cost										Frangible		Misc event																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
Improving Feature	Worsening Feature	Length		Area		Volume		Weight		Stiffness		Strength		Stress		Strain		Modulus		Hardness		Toughness		Fatigue		Creep		Thermal		Electrical		Magnetic		Optical		Acoustic		Mechanical		Chemical		Biological		Environmental		Safety		Reliability		Durability		Maintainability		Repairability		Disassembly		Assembly		Packaging		Logistics		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certification		Marketing		Sales		Customer		Feedback		Innovation		Research		Development		Production		Distribution		Support		Training		Documentation		Compliance		Regulation		Standards		Certificatio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g		Documentation	

1	13
28	25

strategies  
used by  
others who  
already  
solved this  
problem





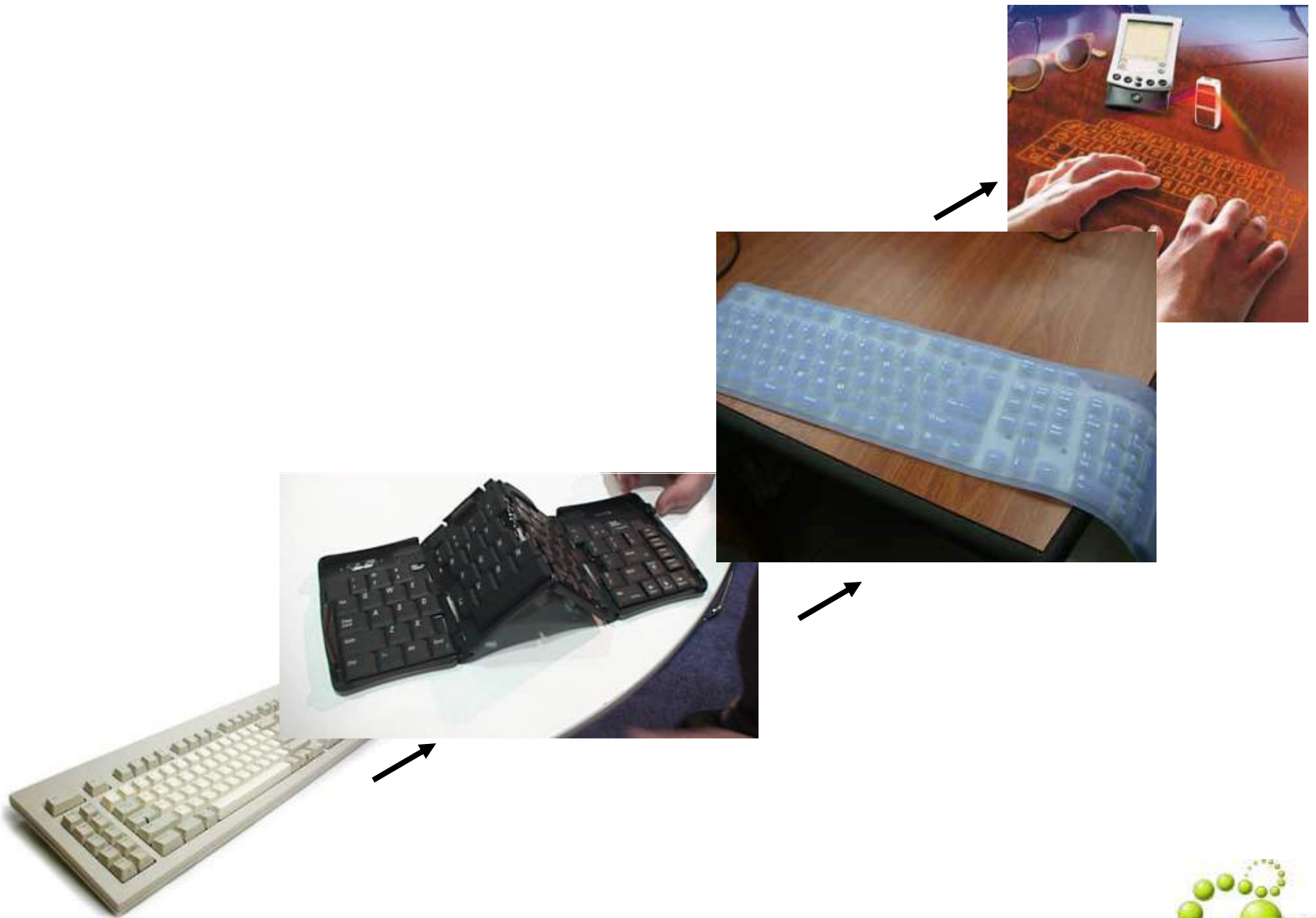
OUTCOME: 40% reduction in production cost  
10% improvement in nutritional absorption

## Looking For Patterns:





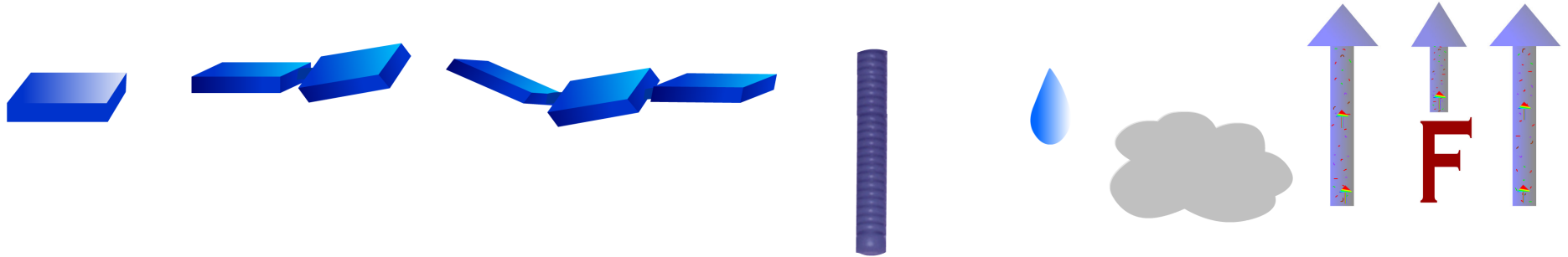








## Trend : Dynamization



Immobile Single Joint

Multiple Joint

Completely  
flexible

Liquid Gas

Field



# Innovation Capability Maturity Model



# Innovation Capability Maturity Model

Most innovation attempts fail because organisations:  
Ask the wrong questions,  
Mis-handle the communication with customers & stakeholders  
Try to fit things into their current silos and processes  
Give up too soon  
Deliver the wrong solutions

Reproducible innovation success comes from a step-wise journey:



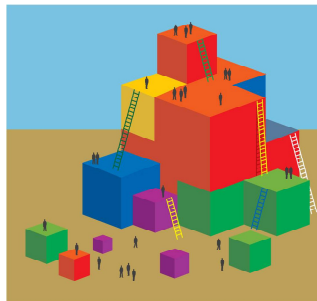
SEEDING

Problem  
Solving Skills



CHAMPIONING

Persistence  
Skills



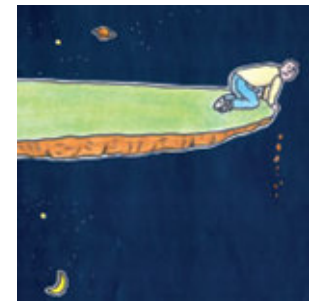
MANAGING

Silo-Breaking  
Skills



STRATEGISING

Win-Win Stakeholder  
Outcome Skills



VENTURING

Right Question  
Skills



## Some Organisations Do Get It Right...



The Steve Jobs Effect/'insanely great'



'Beat Sony'/Institutionalised Innovation Tools



40% product turn every 3 years



Skunkworks



'50% of innovations from the consumer'



Average 40 suggestions/employee/yr  
90+% implementation rate



Employees spend 30% of time on 'non'Google'



'Self-organising' teams



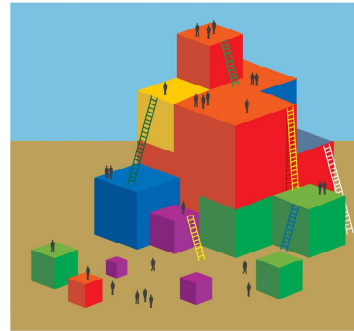
# Look Beneath The Noise....



SEEDING



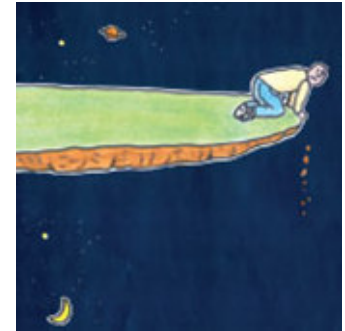
CHAMPIONING



MANAGING



STRATEGISING



VENTURING



# Level Of Capability Determines Level Of Focus

SEEDING	CHAMPIONING	MANAGING	STRATEGISING	VENTURING
Societal - <b>Live Different</b>	Societal - <b>Live Different</b>	Societal - <b>Live Different</b>	Societal - <b>Live Different</b>	Societal - <b>Live Different</b>
C-Suite - <b>Work Different</b>	C-Suite - <b>Work Different</b>	C-Suite - <b>Work Different</b>	C-Suite - <b>Work Different</b>	C-Suite - <b>Work Different</b>
SBU/Division - <b>Sell Different</b>	SBU/Division - <b>Sell Different</b>	SBU/Division - <b>Sell Different</b>	SBU/Division - <b>Sell Different</b>	SBU/Division - <b>Sell Different</b>
Product/Service - <b>Do Different</b>	Product/Service - <b>Do Different</b>	Product/Service - <b>Do Different</b>	Product/Service - <b>Do Different</b>	Product/Service - <b>Do Different</b>
Processes - <b>Do better</b>	Processes - <b>Do better</b>	Processes - <b>Do better</b>	Processes - <b>Do better</b>	Processes - <b>Do better</b>

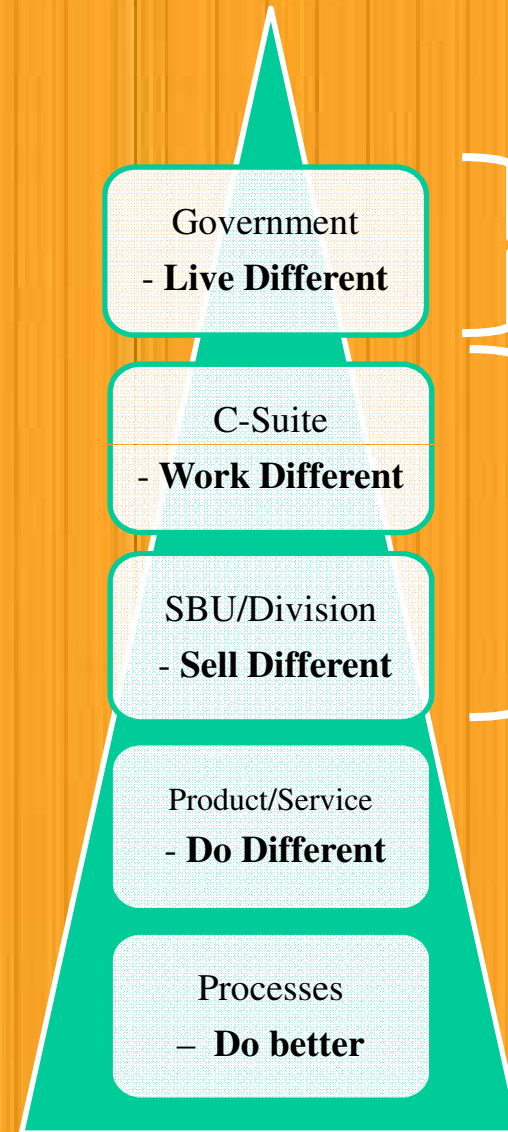




# Different Types Of Innovation



you can't  
innovate  
here...



...and  
eventually  
here

...without  
innovating  
here

# Level Of Capability Determines Ability To Handle Complexity

SEEDING

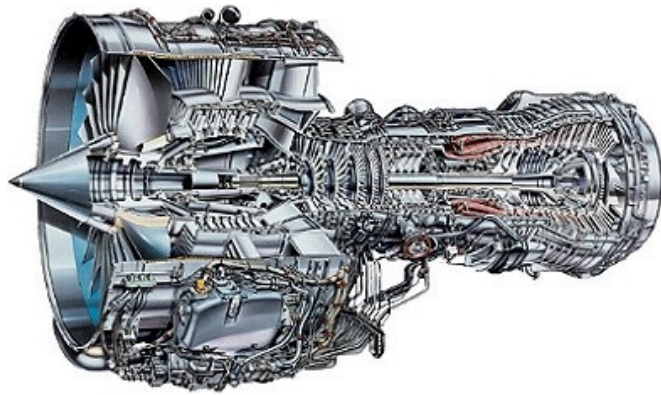
CHAMPIONING

MANAGING

STRATEGISING

VENTURING

## COMPLICATED

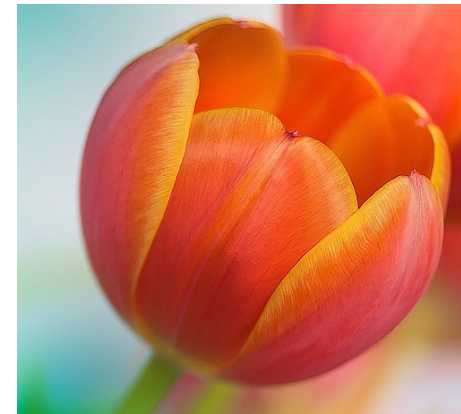


“The” root cause

Known rules of behaviour

“If we keep doing what we’ve always done, we’ll keep getting the same result”

## COMPLEX



“conspiracy of causes”

NO safe rules of behaviour

“If we keep doing what we’ve always done, we ***might*** get the same result”



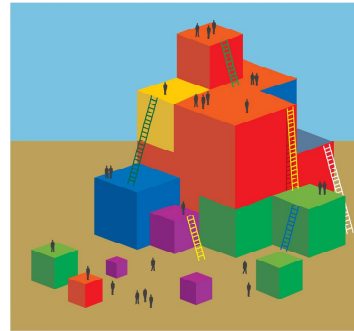
# Relation To TRIZ/SI Tools....



SEEDING



CHAMPIONING



MANAGING



STRATEGISING



VENTURING

FAA  
Trimming  
9-Windows  
Subversion-  
Analysis  
WWS  
Perception-  
Mapping  
Principles

Contradictions  
EvPot  
TrenDNA  
MCDA  
TOC

Root-  
Contradiction  
ApolloSigma  
QFD  
(ARIZ)

IFR  
FOS  
FDM  
Blue-Ocean  
OI

VSM  
RTTP



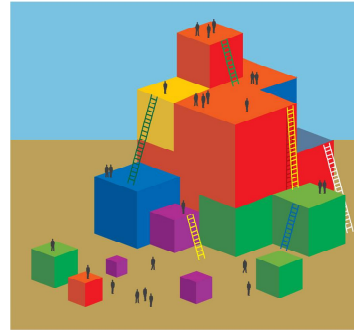
# Relation To Books....



SEEDING



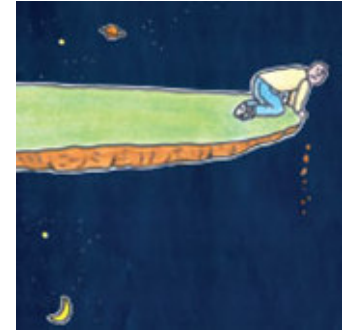
CHAMPIONING



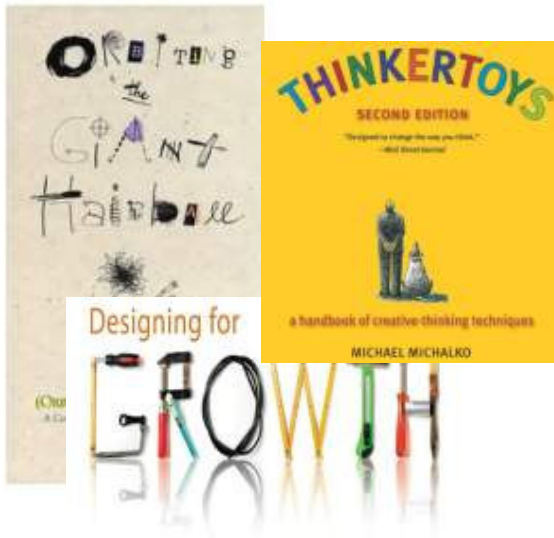
MANAGING



STRATEGISING



VENTURING



a design thinking tool kit for managers

JEANNE LIEDTKA AND TIM OGILVIE





## ICMM Journey Text Books



# Innovation Capability Maturity Model

ICMM1



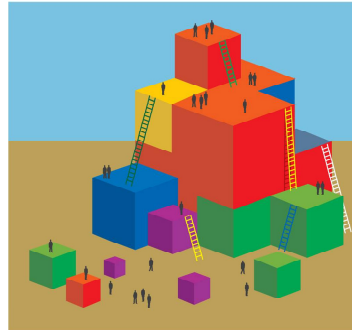
SEEDING

ICMM2



CHAMPIONING

ICMM3



MANAGING

ICMM4



STRATEGISING

ICMM5



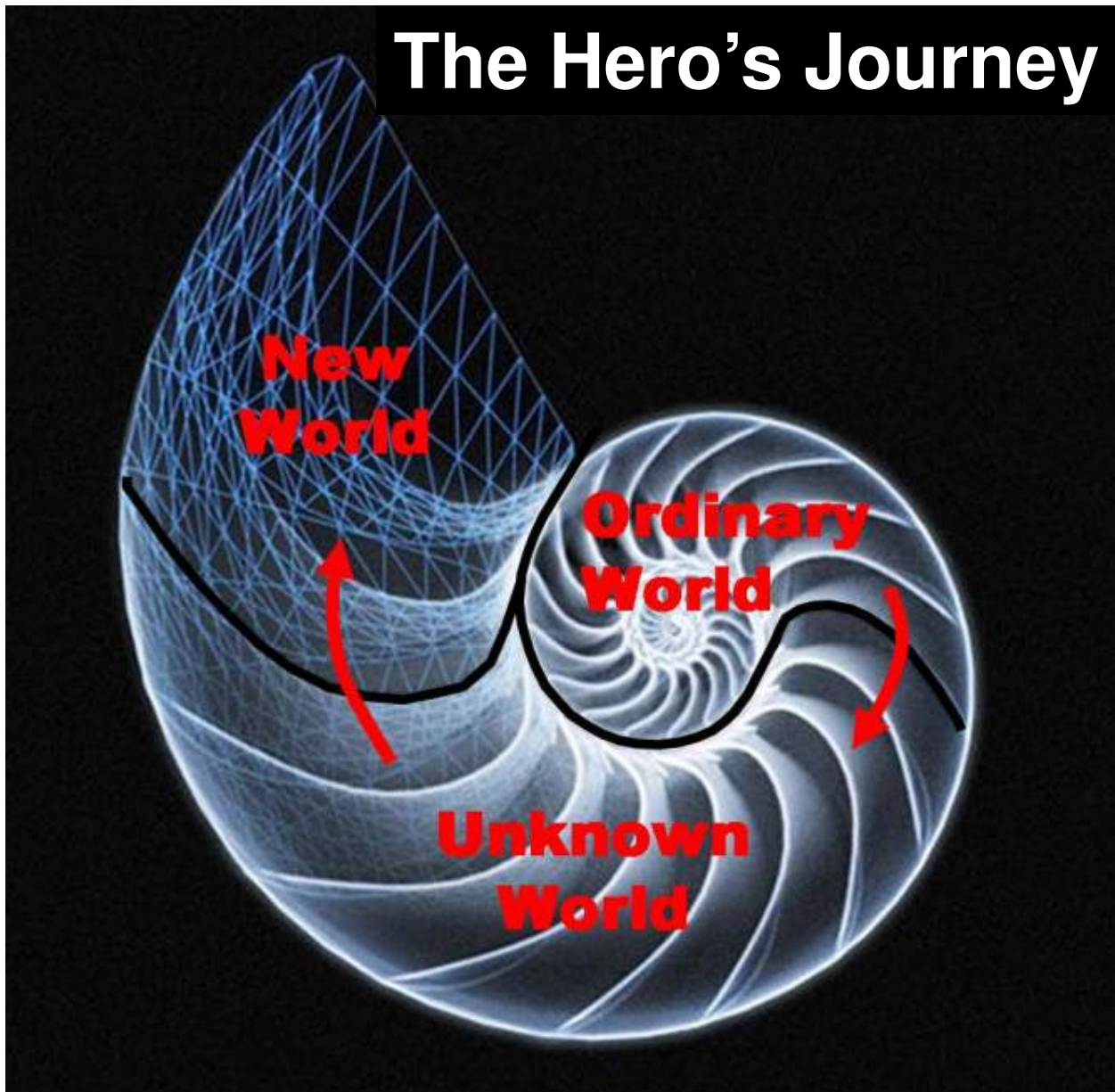
VENTURING

Each Jump Involves A  
“Hero’s Journey”

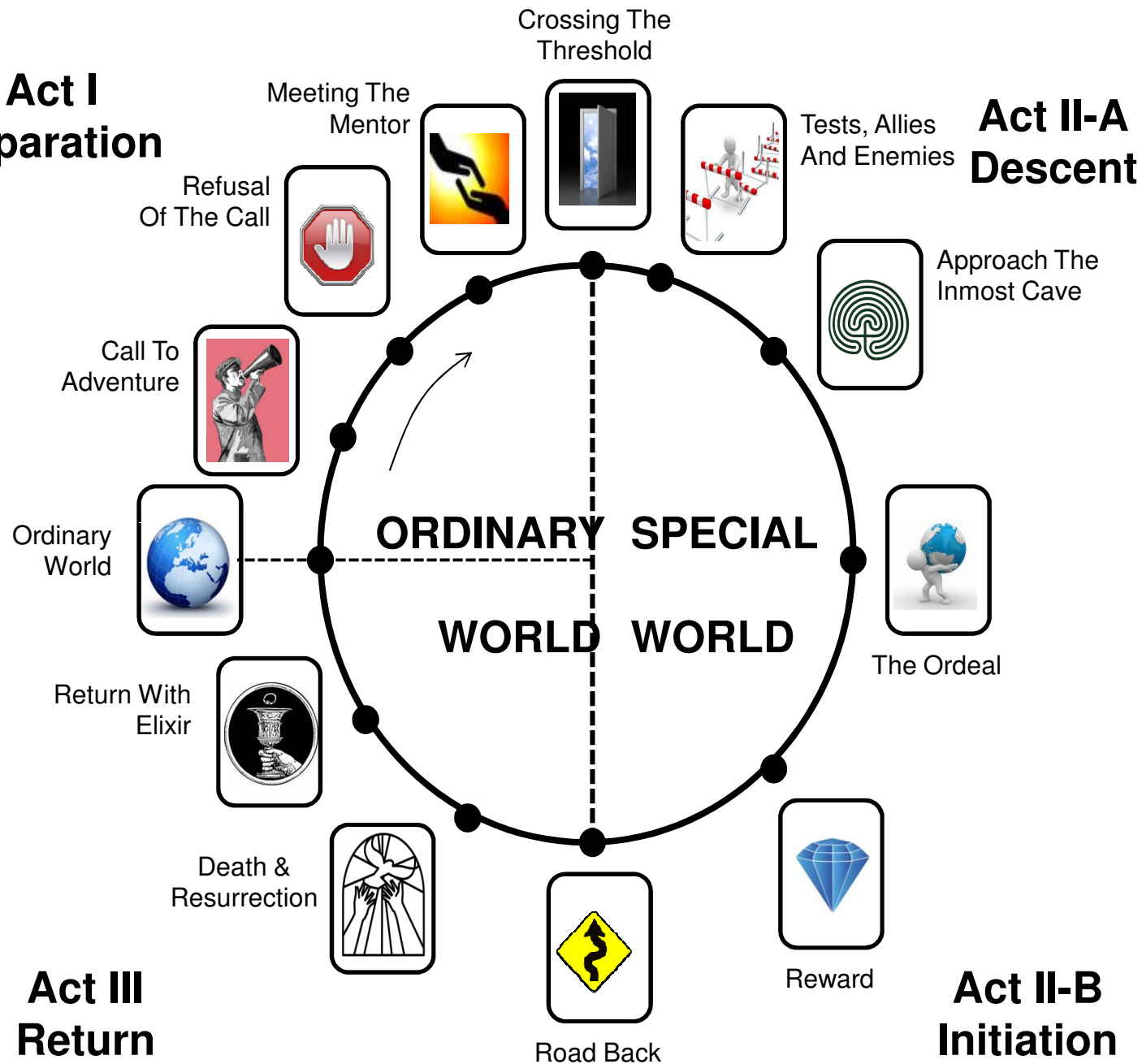




# The Hero's Journey



## Act I Separation

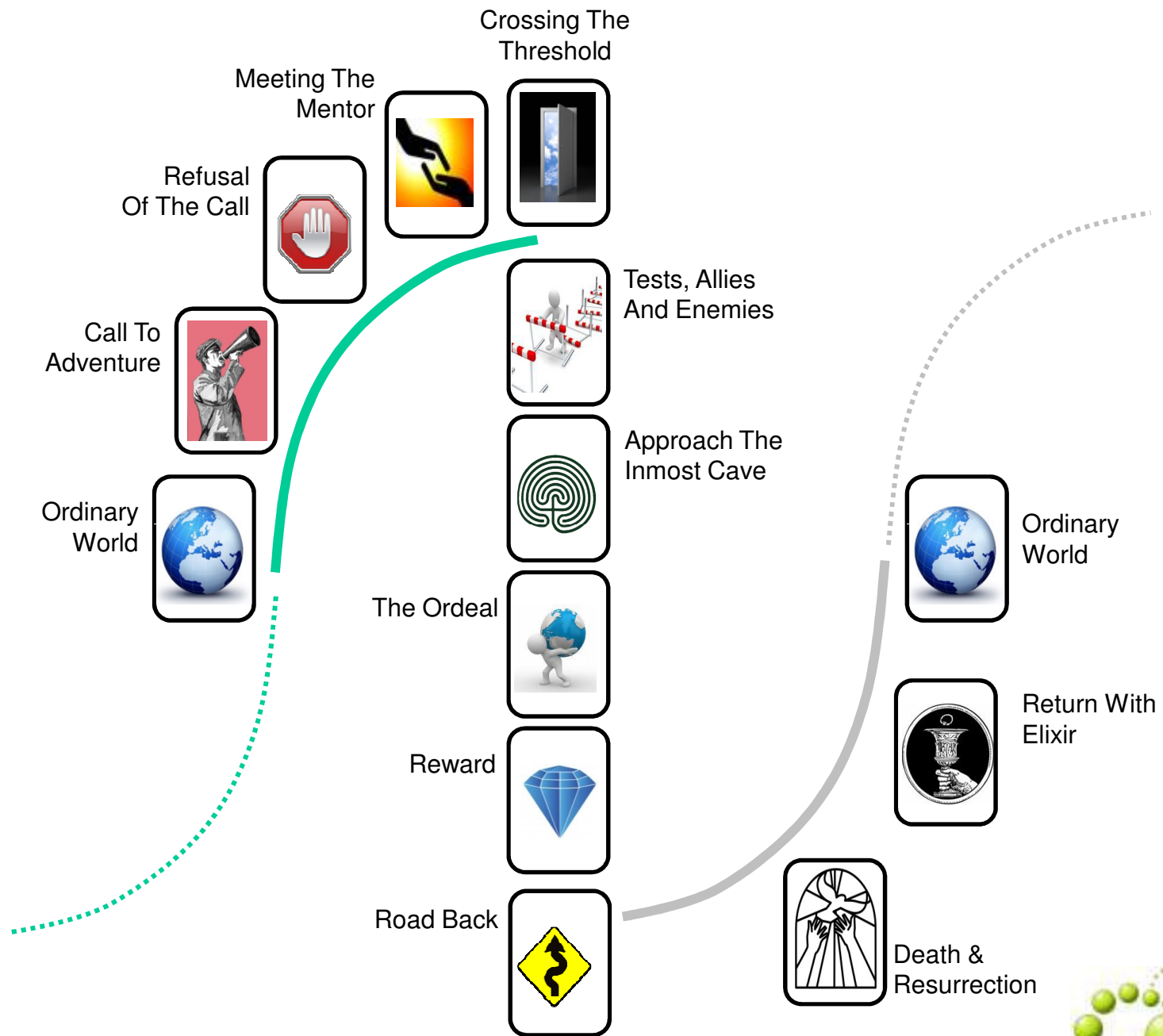


## Act III Return

## Act II-A Descent

## Act II-B Initiation





## Level 1-2 Main Contradiction

We need to  
demonstrate  
innovation  
success



we have no  
innovation  
budget

# Change/Innovation Myths: Change Requires More Resources







**“Efficiency Engine”**

Learning &  
Innovation





## Level 2-3 Main Contradiction - 1

We need to  
innovate



Work doesn't  
fit in with  
'everyday'  
production  
activities

# Change/Innovation Myths: Creativity is unpredictable, different



## Level 2-3 Main Contradiction - 2

We need to  
innovate



we get stuck  
at internal  
silo walls

## Level 3-4 Main Contradiction - 1

We need  
step-change  
innovations



Need for data  
and 'proof'  
prevents  
progress

## Level 3-4 Main Contradiction - 2

we need  
step-change  
innovations

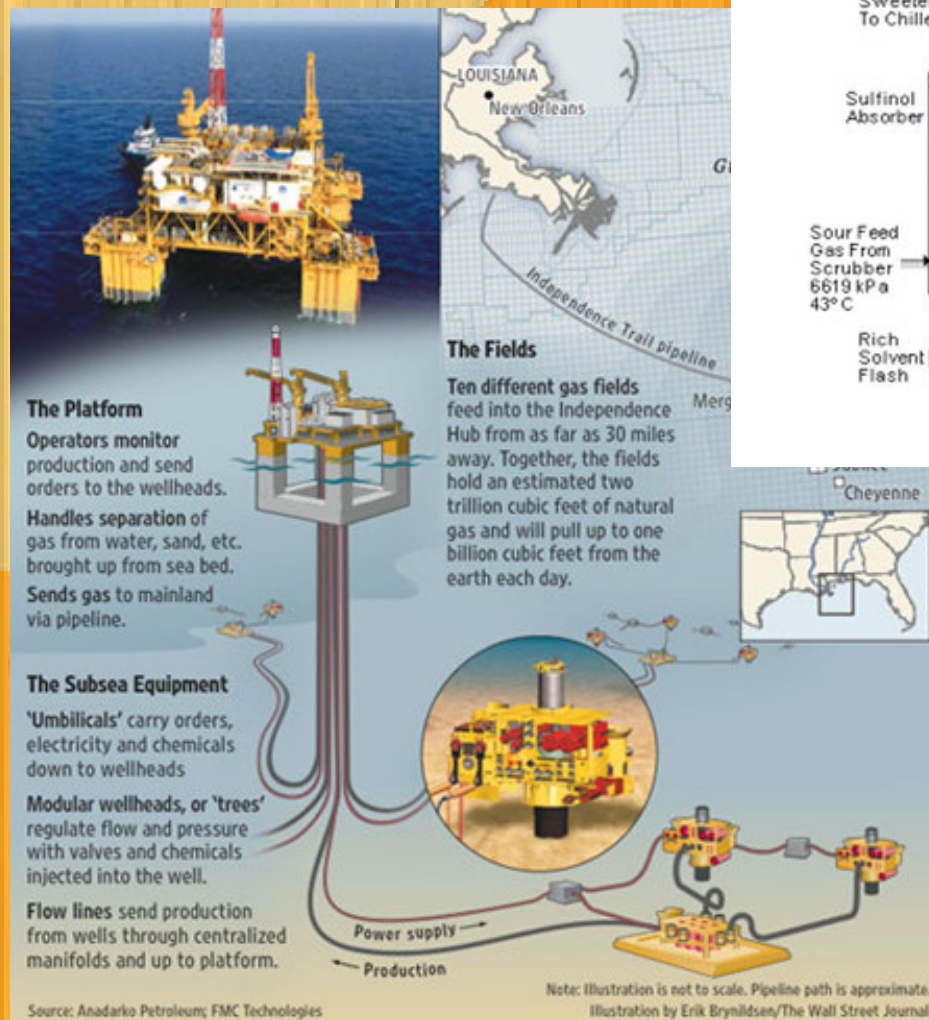
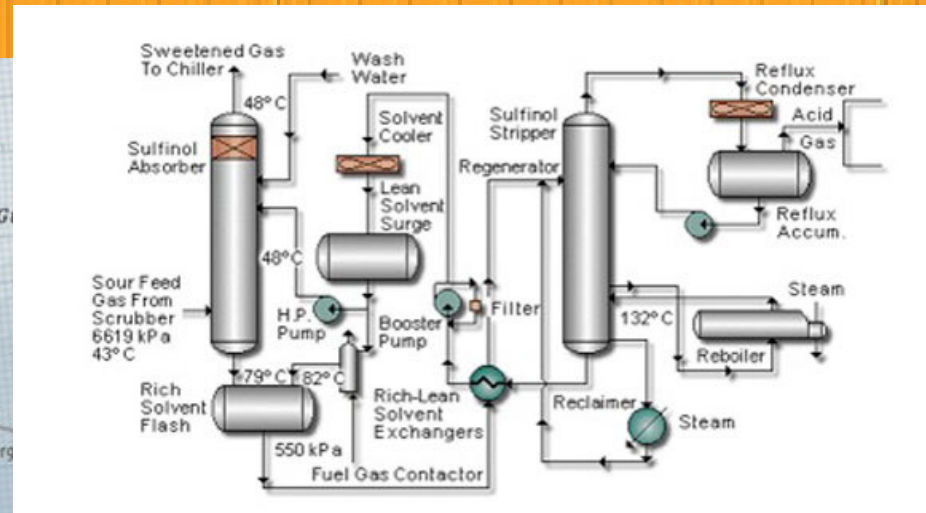


domain  
experts  
deliver  
domain-  
solutions  
(need to  
'unlearn')



# The Right Solution: Separate CO<sub>2</sub> & CH<sub>4</sub>

Ask a chemist and they will design this:



Ask an aerodynamicist:



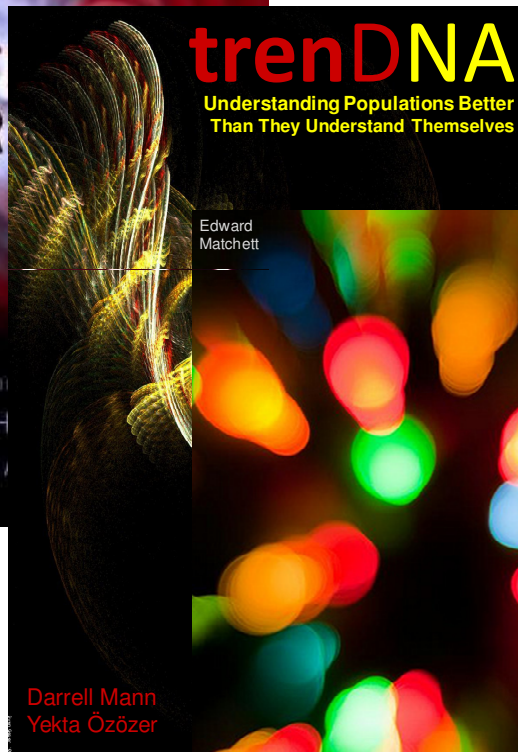
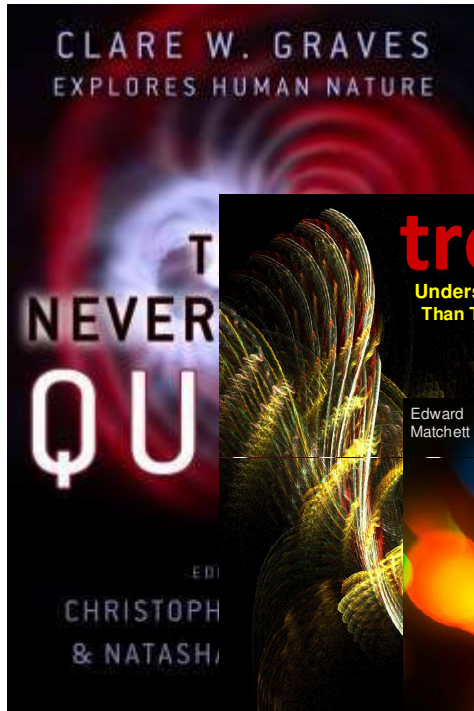
## Level 3-4 Main Contradiction - 3

we need  
step-change  
innovations



fundamentally  
different  
skills  
needed  
at different  
project  
stages

# The World's Biggest Piece Of Psychology Research...



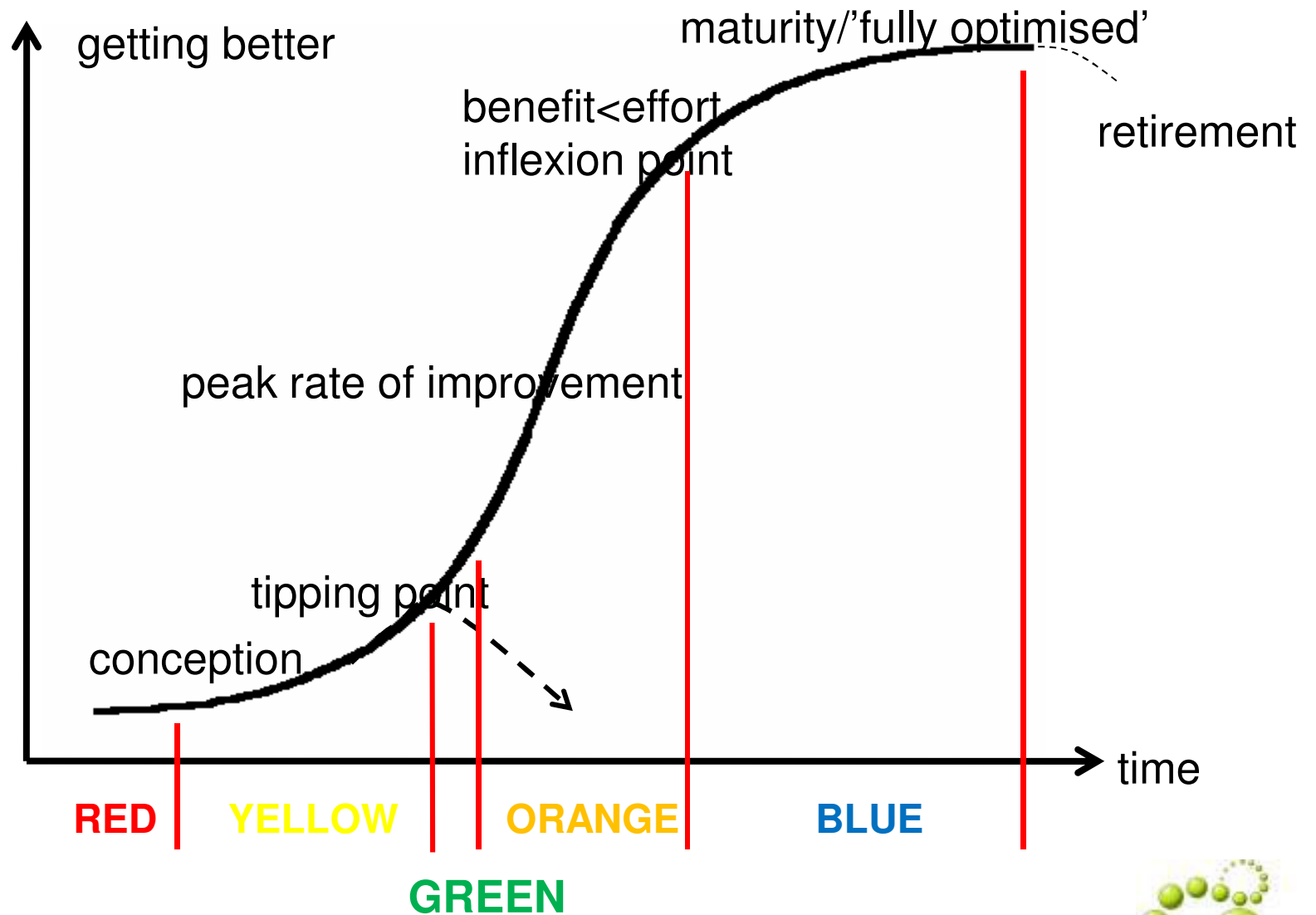
- \* 50+ years of research
- \* 500,000+ people analysed across every part of the world
- \* National thinking style profiles
- \* Established Industry Profiles
- \* 'Social System DNA'



Beige	1. Survival	newborn infant, Alzheimer's victim, shell-shock
Purple	2. Tribal	gangs/tribal rituals/magic blood oath
Red	3. Feudal	power gods/ego, feudal rule, heroic, predatory 'terrible two's' ( <i>'Express self impulsively at any cost'</i> )
Blue	4. Order	codes of conduct, hierarchy/order, 'moral majority' 'one right way' ( <i>'Deny/sacrifice self now for reward later'</i> )
Orange	5. Scientific	materialism, competitive, self-interest, 'nature tamed', MBO, winners/losers ( <i>'Express self for rationally self gain'</i> )
Green	6. Communitarian	'sensitive-self', deep ecology, 'politically correct' consensus, ( <i>'Deny self now to get acceptance now'</i> )
Yellow	7. Holarchy	flexibility/adaptive, inter-dependence, co-opetition Win-Win, ( <i>'Express self with concern for others'</i> )
Turquoise	8. Holistic	universal order, 'Theory of Everything', spiritual harmony



# Matching Mindset To Project Stage





## Level 4-5 Main Contradiction

we need  
step-change  
innovations  
in new  
markets



How to  
determine  
which markets  
are the most  
attractive?

# CAUTION



**BEARS ON HIKING  
TRAILS**



# 'Eco-System' Innovation Capability

CHAMPIONING	MANAGING	STRATEGISING
Societal - <b>Live Different</b>	Societal - <b>Live Different</b>	Societal - <b>Live Different</b>
C-Suite - <b>Work Different</b>	C-Suite - <b>Work Different</b>	C-Suite - <b>Work Different</b>
SBU/Division - <b>Sell Different</b>	SBU/Division - <b>Sell Different</b>	SBU/Division - <b>Sell Different</b>
Product/Service - <b>Do Different</b>	Product/Service - <b>Do Different</b>	Product/Service - <b>Do Different</b>
Processes - <b>Do better</b>	Processes - <b>Do better</b>	Processes - <b>Do better</b>



<http://systematic-innovation.com/survey.htm>

## ICMM Level Questionnaire

Please answer the following 25 questions with the opinion that is closest to you/your company philosophy.

**\* 1. Which of the following most closely matches our view of the role of leaders in the organisation?**

- ☐ A: 'Do not follow where the path may lead. Go instead where there is no path and leave a trail.' Ralph Waldo Emerson
- ☐ B: 'To be able to lead others, a man must be willing to go forward alone.' Harry Truman
- ☐ C: 'If your actions inspire others to dream more, learn more, do more and become more, you are a leader.' John Quincy Adams
- ☐ D: 'The leader has to be practical and a realist, yet must talk the language of the visionary and the idealist.' Eric Hoffer
- ☐ E: 'The task of the leader is to get his people from where they are to where they have not been.' Henry Kissinger



# Innovation Capability Maturity Model

Innovation strategy depends on the capabilities  
of the organisation



SEEDING



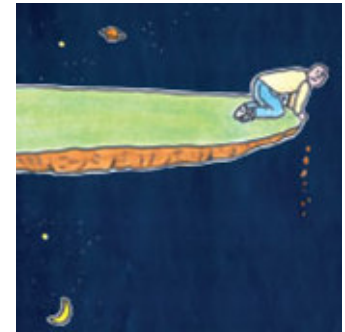
CHAMPIONING

Innovation Capability  
Maturity Model:  
An Introduction

Darrell Mann



REGULATING



VENTURING

