“Innovation: A Practical View”

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1. Innovation is Problematic

• Innovation simply for the sake of introducing innovation is time-consuming, costly and unproductive.
• But...Growth remains key to organisational survival.
• A Holistic View is therefore required; to link innovation to growth
2. Growth requires New Knowledge

- Growth requires New Knowledge.
- *New Knowledge requires Learning*
- Learning requires Leadership.
- Leadership is NOT MAGIC. It needs to be nurtured.
### Sustaining Transforming Organisations

<table>
<thead>
<tr>
<th>Levels/ Areas</th>
<th>Leadership</th>
<th>Learning</th>
<th>Knowledge</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Leadership</strong></td>
<td><strong>Defined as a process of Influence, to inspire and Improve Self, Others and Organisation</strong></td>
<td><strong>Defined as a process of seeking knowledge, requiring cognitive, behavioural and affective shifts</strong></td>
<td><strong>Defined as the mindset to attain a desired and/or preferred future</strong></td>
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<tr>
<td>Orgn</td>
<td><em>Leadership Effectiveness</em></td>
<td><em>Organisational Learning</em></td>
<td><em>Knowledge Integration</em></td>
<td><em>Strategy Formulation</em></td>
</tr>
<tr>
<td></td>
<td>“Are our Leaders committed, aligned and up to the test?”</td>
<td>“Are our leaders able to set the conditions for learning?”</td>
<td>“Is the Knowledge Capture system robust?”</td>
<td>“Based on Commitment to Co-Create for Value?”</td>
</tr>
<tr>
<td>Teams/ Units</td>
<td><em>Leadership Development</em></td>
<td><em>Team Learning</em></td>
<td><em>Knowledge Transfer</em></td>
<td><em>Strategy Implementation</em></td>
</tr>
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<td></td>
<td>“Are our leaders able to directly influence the learning in their teams?”</td>
<td>“Are the knowledge transfer processes practical, useful and complied with?”</td>
<td>“Based on seeking Connections to Collaborate for Outcomes?”</td>
<td></td>
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<tr>
<td>Indvs</td>
<td><em>Leader Development</em></td>
<td><em>Learning Stance</em></td>
<td><em>Knowledge Creation</em></td>
<td><em>Strategy Internalisation</em></td>
</tr>
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<td></td>
<td>“Are our future Leaders able to better lead themselves?”</td>
<td>“Are our Leaders themselves learners?”</td>
<td>“Is everyone actively observing, deriving insights and seeking lessons learnt?”</td>
<td>“Based on Contributions and Capability Development?”</td>
</tr>
</tbody>
</table>
"GROWTH" v "SHIFTS"

"High Growth"

"Small Shifts"

"Obligation"
- driven by Mandate
- Core Business, Current Expectations, System Requirements

"Returns"
- driven by Results
- contributing, visible, logical, sensible, leading to change

"Big Shifts"

"Disruptor"
- driven by Opportunity
- Provocative, Experimental, High-tolerance, Fail-fast

"Low Growth"

"Transformational"
- driven by Innovation
- Visionary, Messy, Intentional, Political
Common Assumptions

• Change can be *Managed*
• Leaders and Change Managers are *Objective*
• Change can be mapped into a series of *Concrete Steps*
• Change starts from a *Neutral Starting Point*

1. Change is Messy!

- Change is Messy!
  - Common Intent
  - Strategic Clarity
  - Strategic Coherence
  - Strategic Focus

<table>
<thead>
<tr>
<th>“CHANGE NARRATIVE”</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPETUS</td>
</tr>
<tr>
<td>REASON(S)</td>
</tr>
<tr>
<td>TIMING</td>
</tr>
<tr>
<td>DETAIL</td>
</tr>
<tr>
<td>AFFECT</td>
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<tr>
<td>PROMISE</td>
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<tr>
<td>PLEDGE</td>
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<tr>
<td>OUTCOME(S)</td>
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7/8/15
Prepared by Karuna Ramanathan
2. Change is Painful!

- Uprooting the (proven & working) System
- Requires change in Behaviors and Actions
- Often goes deeper – Beliefs & Values
Approaching Complex System Change

“GROW”
“Results & Evaluation”

“CHAMPION”
“Initial Diagnosis of Change Support”

“SEE”

“CONTENT”

“DO”
“Nudge Plan”

“SAY”
“Build Narratives AND Strategy”

“DO WE ALL BELIEVE IN THIS?”

“KNOW”
“First Results & Adjust Plan”

“CALIBRATION”

“DO I BELIEVE IN THIS?”

Unifying everyone around the “PAIN of CHANGE”

“CULTURE”

“CONTENTS”

“DO WE BELIEVE IN THIS?”

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3. Change requires YOUR Time!

- “Manage Work”
- “Lead People”
- “Build Organisation”
- “Better System”
Thank You!!