

Nye muligheter - NorStella  
Oslo, February 7



- Leadership
- Corporate innovation
- The impact of digitalization and new technologies
- People focus

SILICON VALLEY  
MINDSET

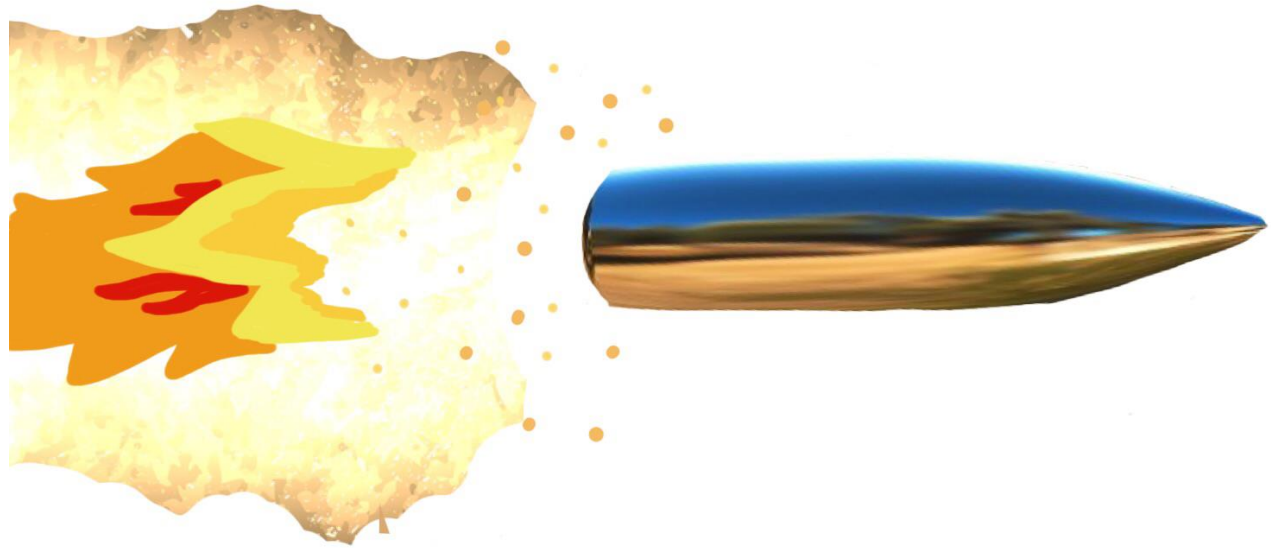


Introverts,  
don't curb your enthusiasm!



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How do we get better?



Top 10 Strategic Technology Trends for 2018

Gartner 2018



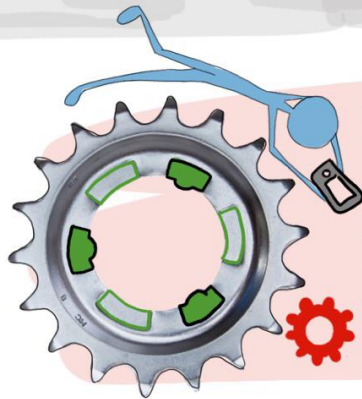
The shift from defense to offense



what leaders should pay attention to!



Finally! Top executives get personally committed to corporate innovation ...but 85% of companies - and their top executives - are stuck with an old mindset



Digitalization / New technologies + Innovation



IL

# The signs that something is wrong

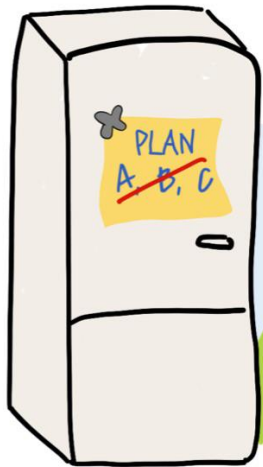
## My top indicators...

- Too much focus on day-to-day activities versus creating the future
- Executive involvement in talent management is low
- Digital approaches for the market as well as the organization are uncertain
- Middle managers stop innovation, transformation just by doing their job
- Innovation is seen as an R&D activity (and is led by traditional CTO person)
- Too little focus on new and merging industries
- Annual strategy meetings
- Your organization has many councils/committees
- No real purpose in the company, no passion among the employees

# Disruption: the two-headed monster!

... but you will be disrupted!

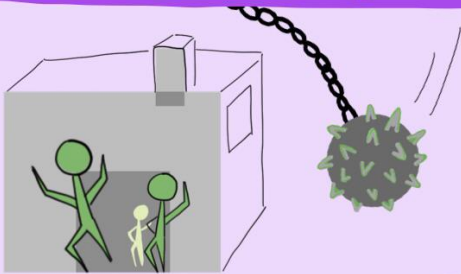
You can't plan to be a disrupter



Enemy 1 - the market



Enemy 2 - your own organisation

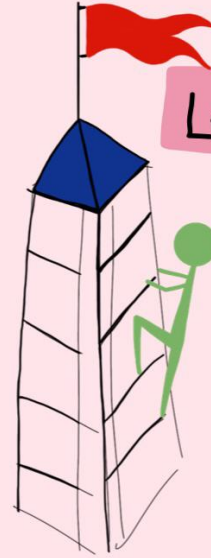


# Dealing with disruption

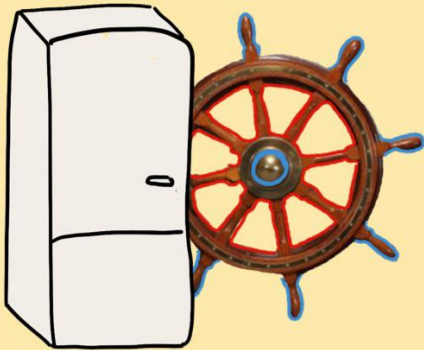
Don't let your organization fight you



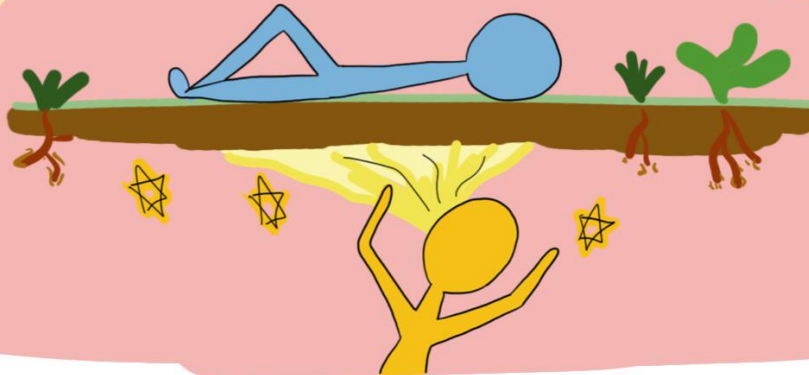
Let disruptive leaders lead



Make time right



Listen - and let it flow to the top





# Fast changing landscapes

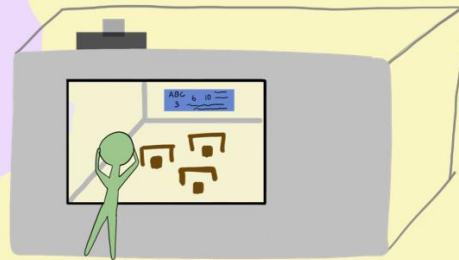
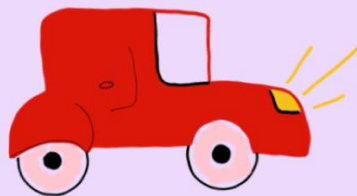
New approaches to strategy



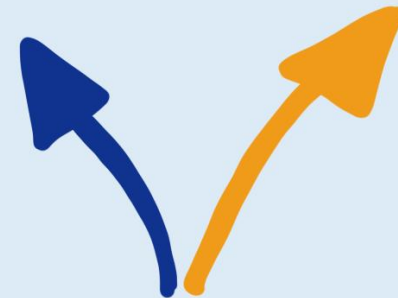
Exponential growth in technologies...



... Lead to merging and new industries

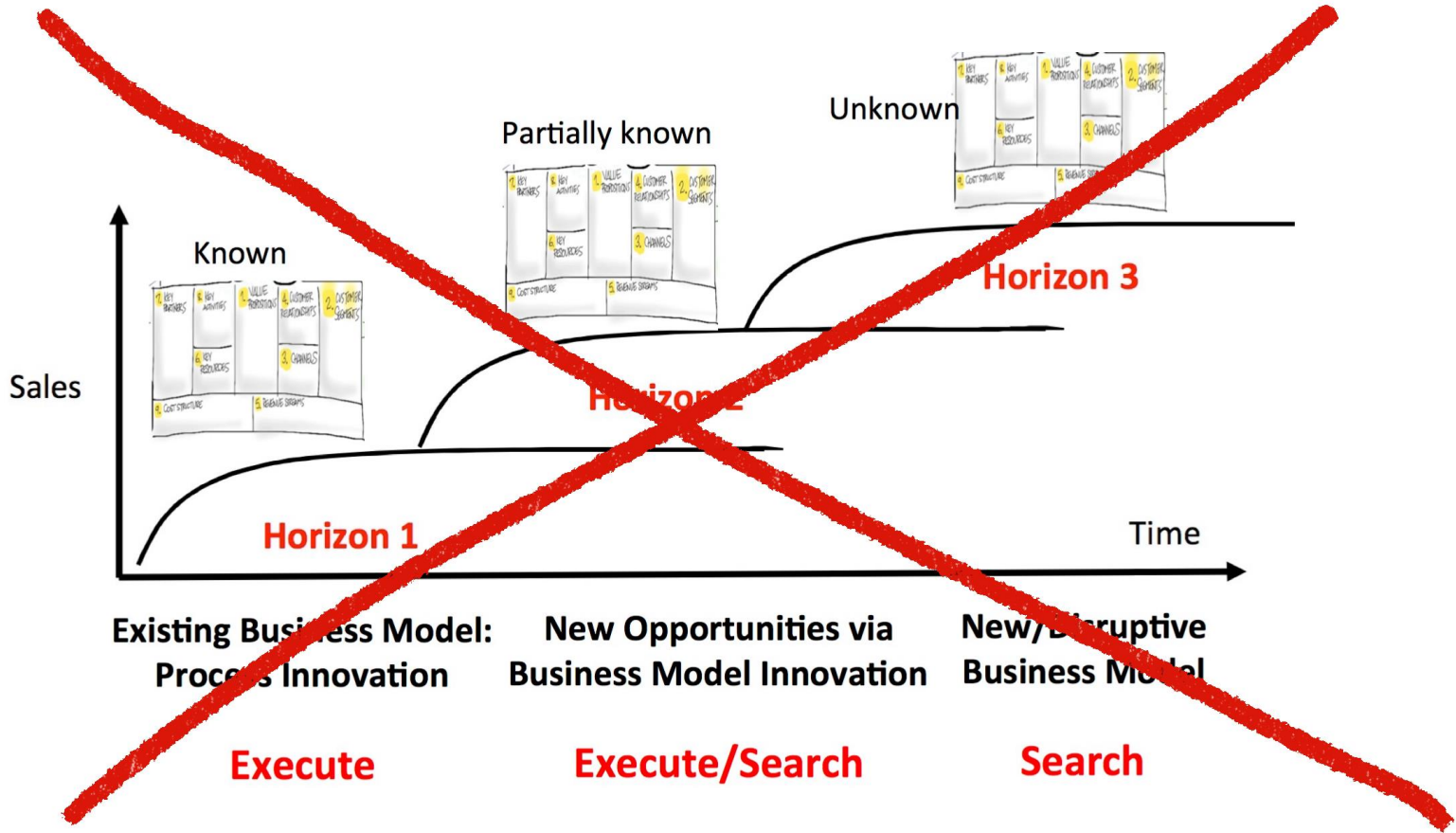


NO is also a choice

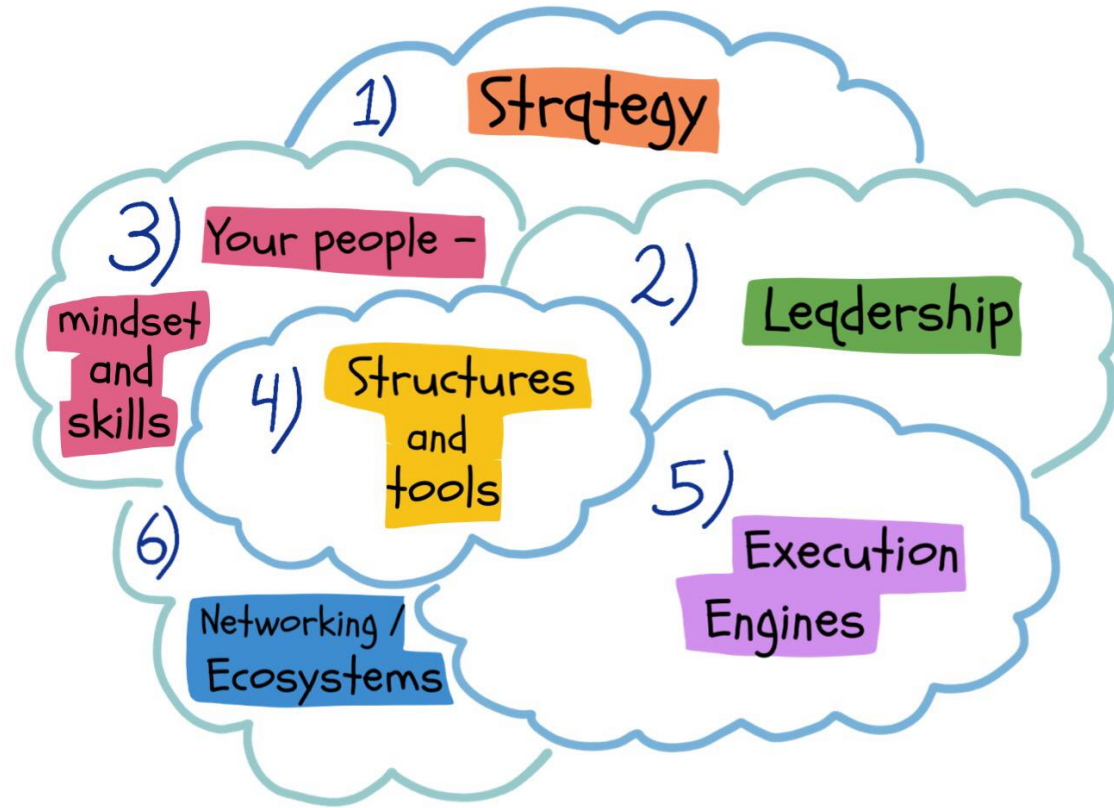


Speed and execution wins

# Speed changes everything!



# The elements of innovation

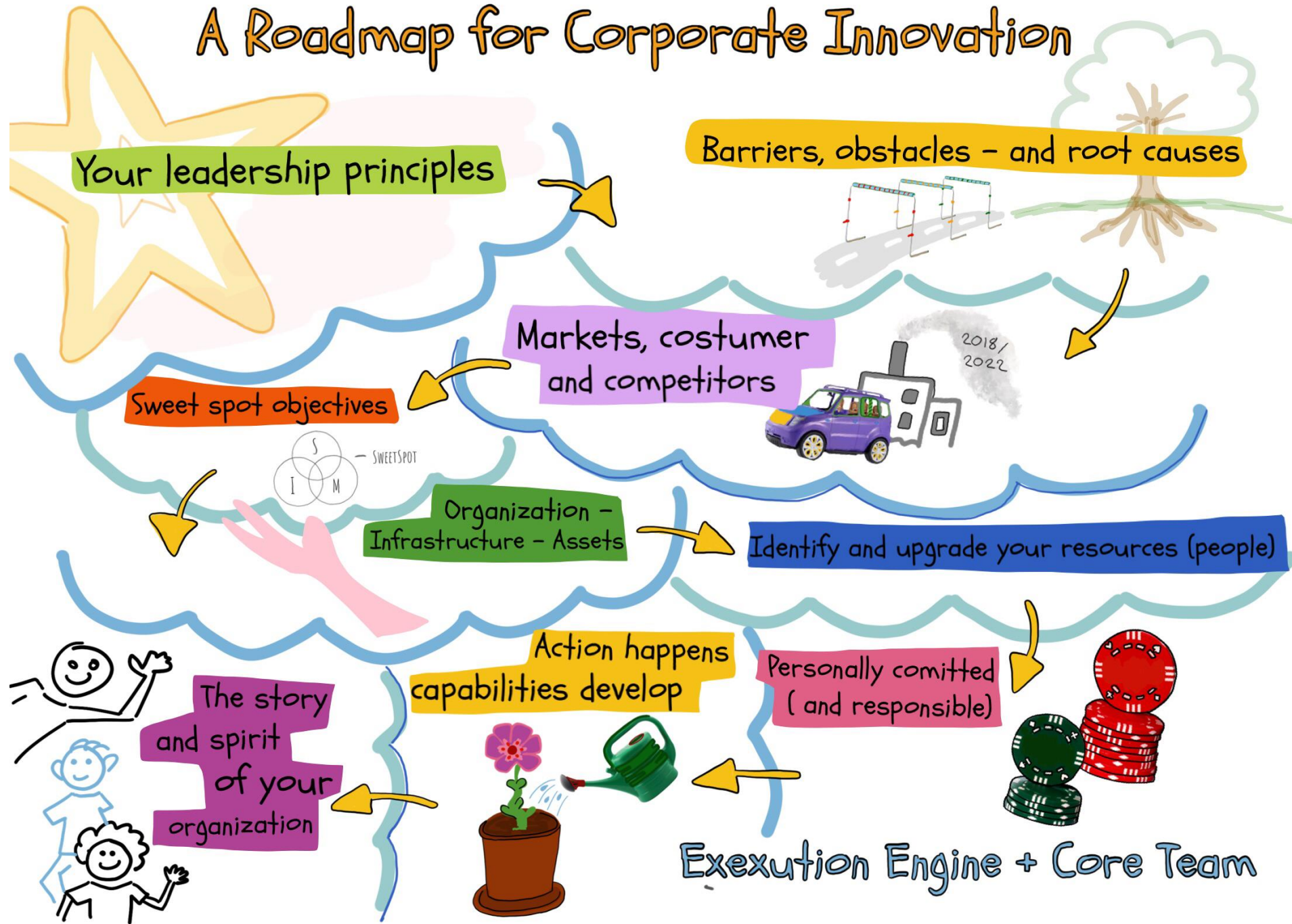


Preparation / Foundation

Capabilities / Setup

Execution / Outcomes


# A Roadmap for Corporate Innovation



# How to upgrade your executives

Do your executives know they have a problem?

**NO** **YES**

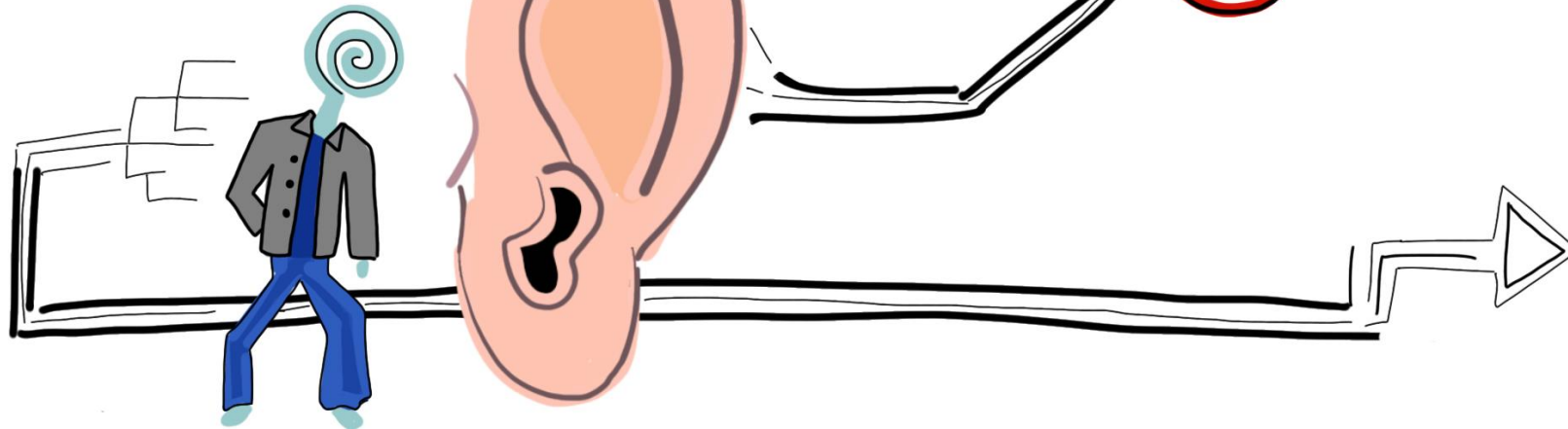


Why are you in this situation?

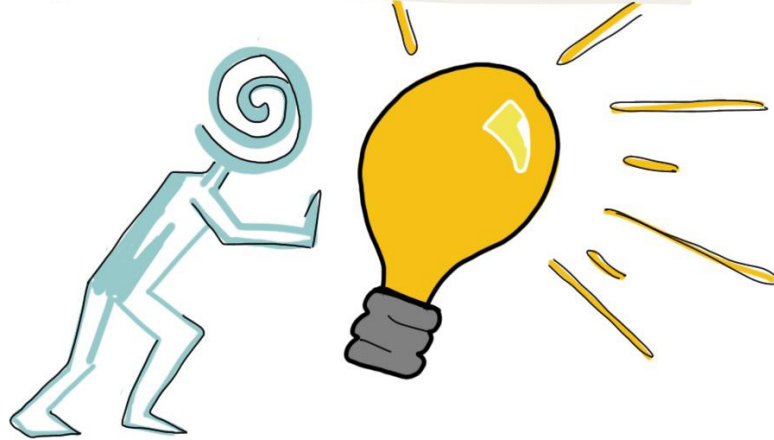
WIIFM



Executives listen to peers, not to you or me



Don't go all-in with an upgrade



Never stop!

Action for your executives

- Reverse mentoring
- Udacity program
- Personalized learning
- Engage with startups
- Your ideas?



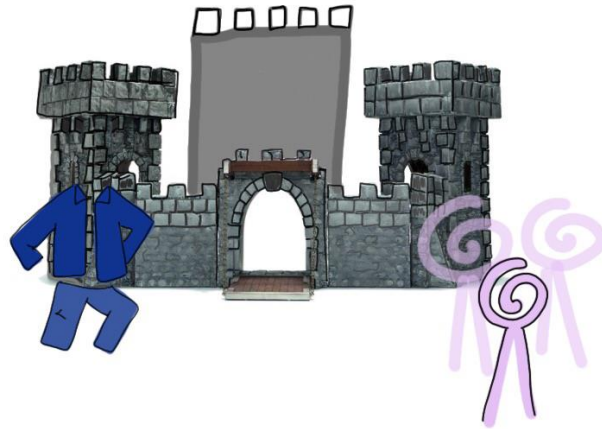
# People = Success (3 questions)

T

What talent do you need  
- today / future?



Where do you get it?



How do you unleash the talent?



People first, processes next,  
then ideas!

A process for getting the right people to the right projects at the right time

# How good are you - and your organization?

Know the impact of digitalization and new technologies on...

...industry, market, business (today / future)  
...organizational structures and behaviors



Get your core team to 7  
- and your executives to 5





It's all about people!



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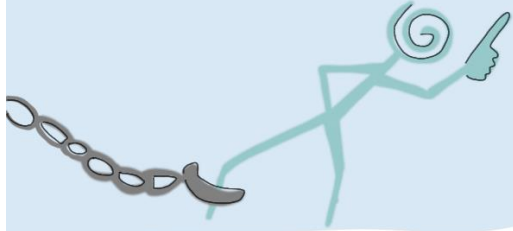
[www.siliconvalleyft.com](http://www.siliconvalleyft.com)

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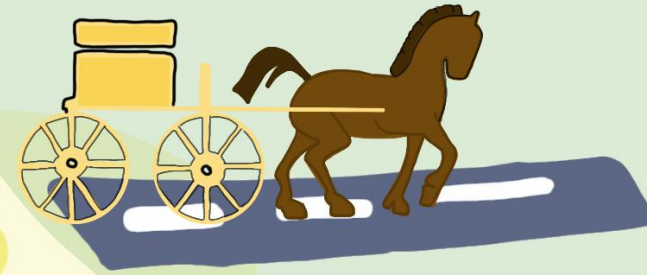
IL

# Identify and address the root causes

Leaders are managers,  
not leaders



You do all the right things  
- for the past, not the future



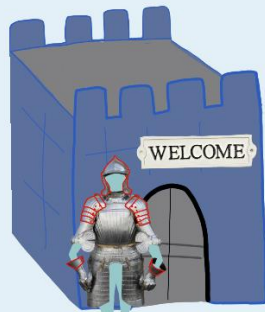
To much focus on  
day-to-day activities



No sense of urgency



A not-invented here culture



A lack of vision and direction



Make your organization better at innovation

# Creating an environment for innovation



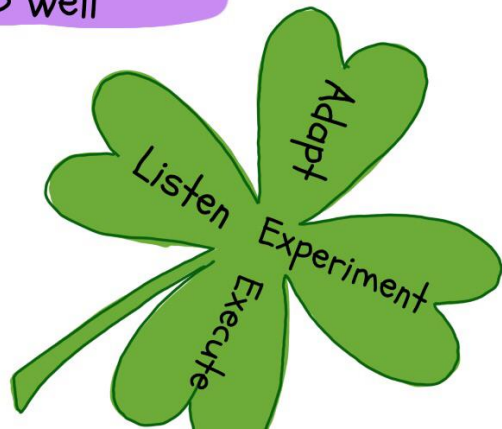
Your executives  
make or break it

Common language,  
understanding - and goals

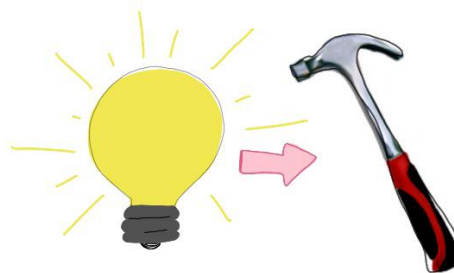


People and project  
pools

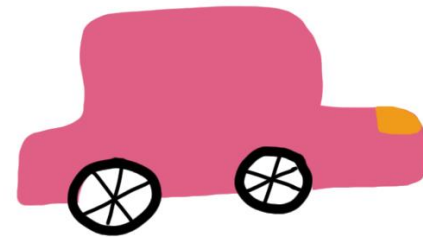
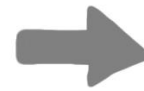
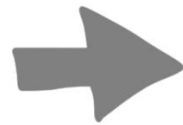
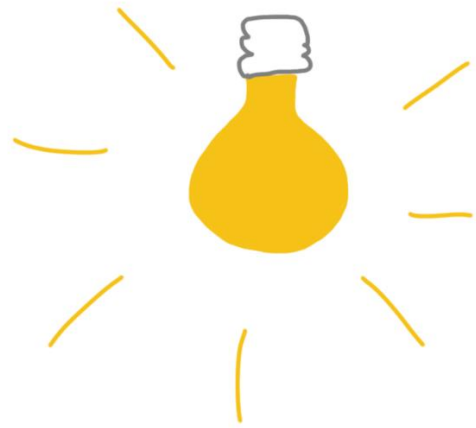
Four things strong companies  
do well



Ideas vs. execution



# Getting ideas



implementing ideas

The Silicon Valley mindset

# The Silicon Valley Mindset

## The Silicon Valley Ecosystem: Differentiators

There are a number of factors that have helped shape – and continue to promote – Silicon Valley as the world's premier innovation ecosystem

What differentiates the Valley from other innovation ecosystems?

Key Factors	Detail
 Attitude to risk	<ul style="list-style-type: none"><li>• Tolerance – and appetite – for high risk, high reward, disruptive business behavior</li></ul>
 Depth of capital	<ul style="list-style-type: none"><li>• Deep pockets within the VC, PE, Corporate, and investor networks</li></ul>
 Maturity of the ecosystem	<ul style="list-style-type: none"><li>• Business culture, attitude, and skills are primed for openness to innovation</li></ul>
 Serial entrepreneurs & concentration of talent	<ul style="list-style-type: none"><li>• Wealth of universities, research labs, and other resources for attracting talent</li></ul>

# The Silicon Valley Mindset

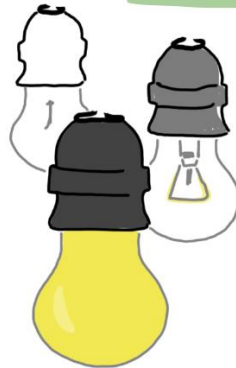
Technology + business



Anything is possible



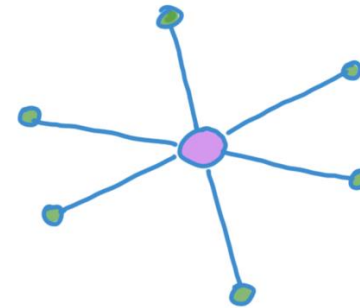
Talent



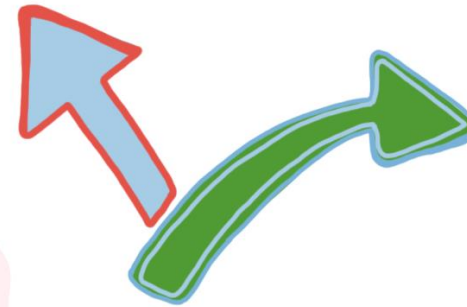
Fake it till you fake it



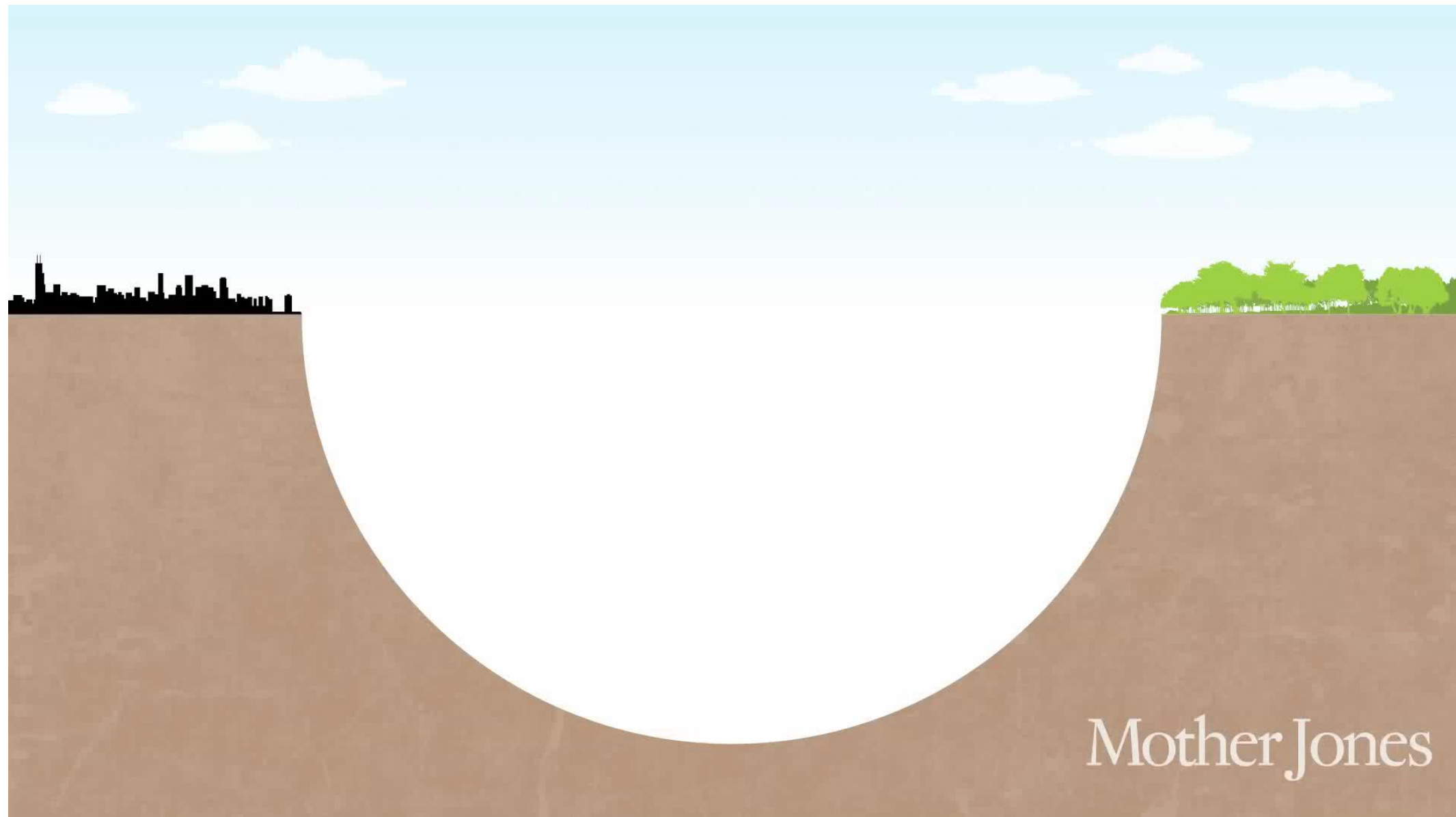
Ecosystems / platforms



Today and tomorrow





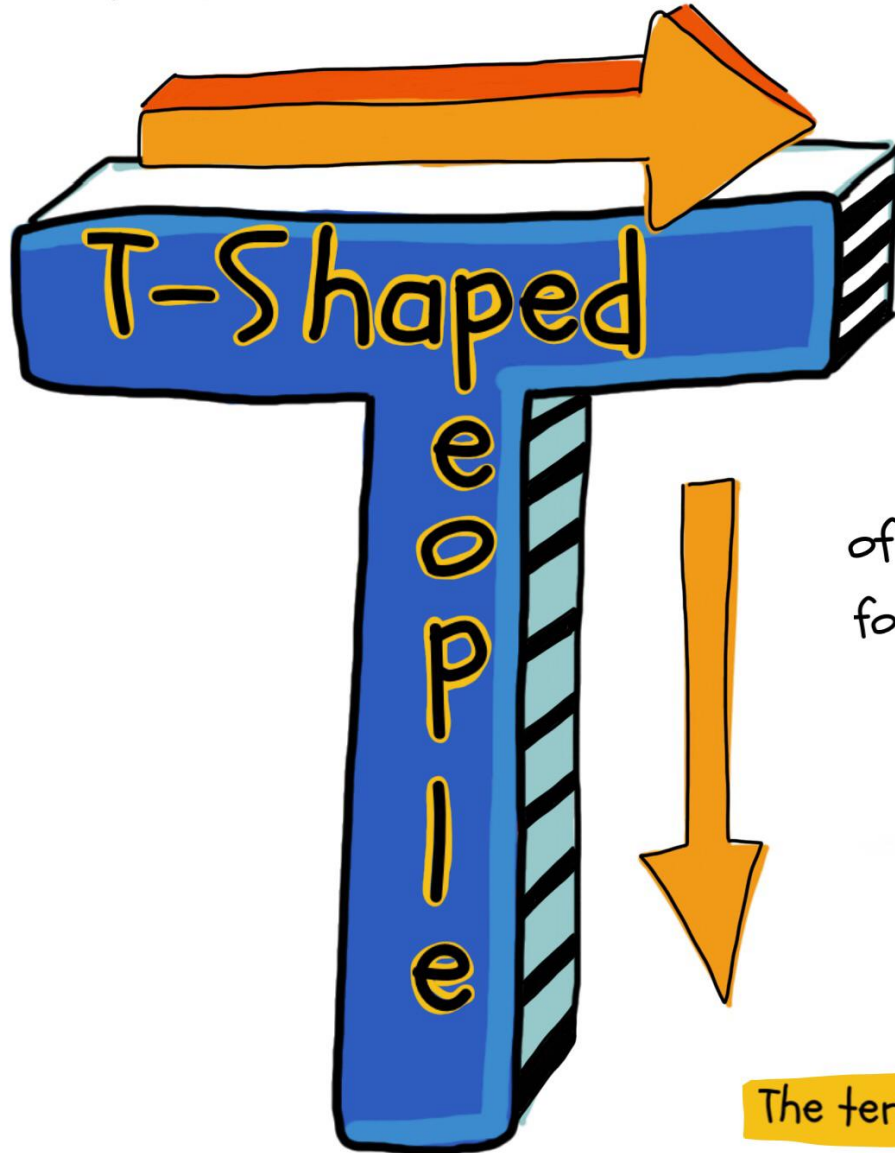


Mother Jones

It's all about people!

# DISPOSITION

for collaboration across disciplines  
(Empathy, enthusiasm for other skills)



# DEPTH

of skills that allows  
for contribution to the  
creative process

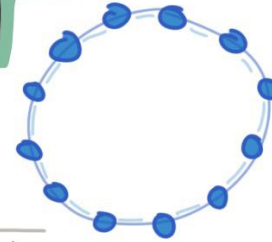
The term was popularized by IDEO CEO, Tim Brown

# People and Teams

Future potential,  
not past competencies



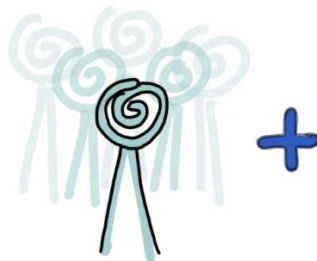
Ecosystems and communities  
- real life and virtual



## Traits and characteristics

- Intrapreneurial skills
- Networking talent
- Communication skills
- Strategic influencing
- Adaptive fast learner
- Balanced optimism
- Tolerance for uncertainty
- Sales skills - vision, ideas, projects
- Passion

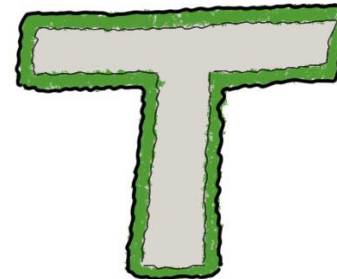
Hire teams as well as individuals



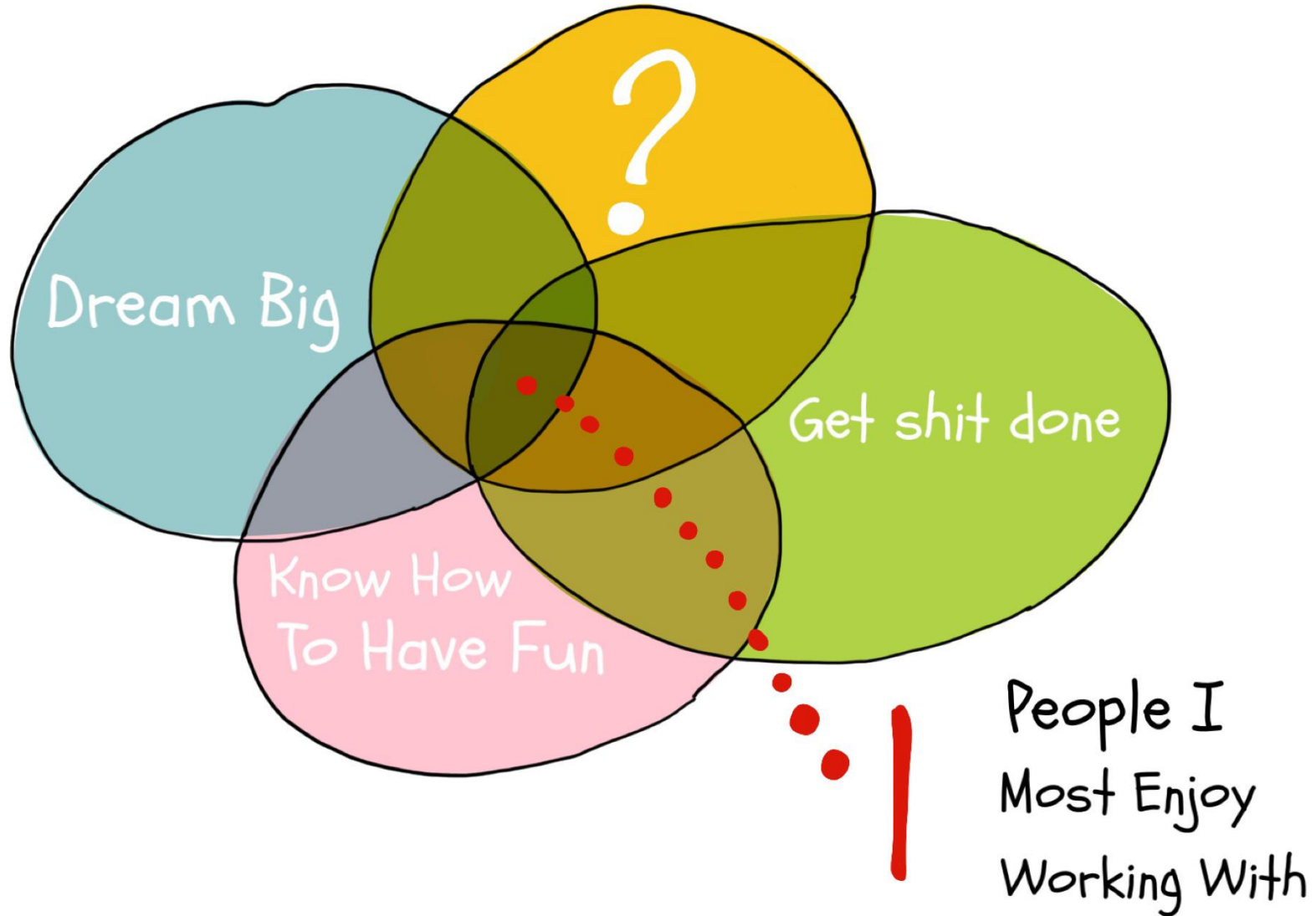
+



Different kinds of intelligence,  
go for the T-shape



# Team Chemistry

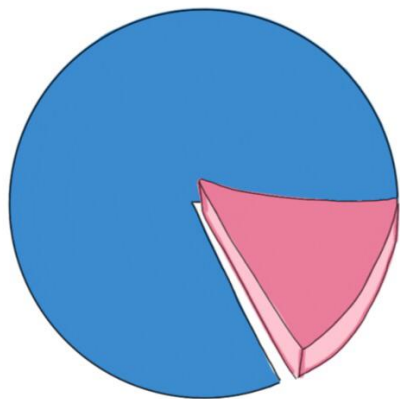


It's all about YOU!

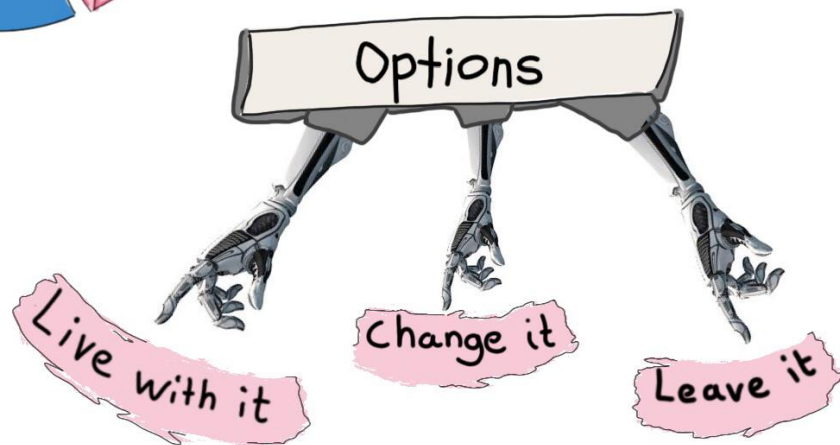
# You!

Reflect

80 % frustration / 20 % joy



Stay relevant for a better future



# The Ikigai

- a Japanese concept meaning "the reason for being"





Yourself and your network

# Your focus and network - Today

FOCUS NAME					

# Your focus and network - future

FOCUS NAME					

# Leadership observations



Top executives have to "own" innovation

Innovation + digitalization / new technologies

Ecosystems, networks and platforms

A personal focus on talent development

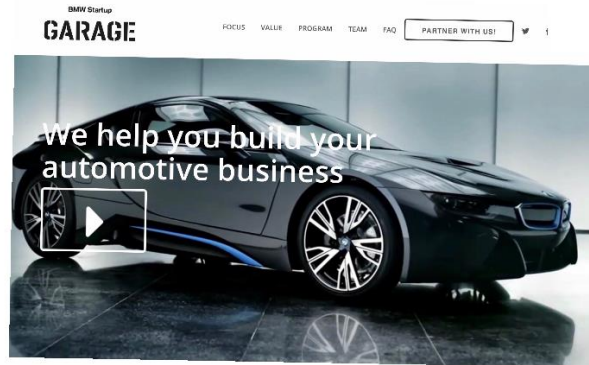
Core / future (both get them fired)

# Good innovation examples

CEO, startup engagement, evolution based on experimentation



Your venture client



Corporate culture



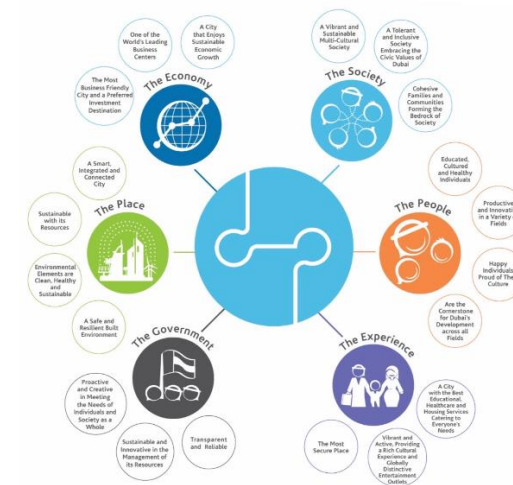
Relentless execution



Visionary



Visions + communication

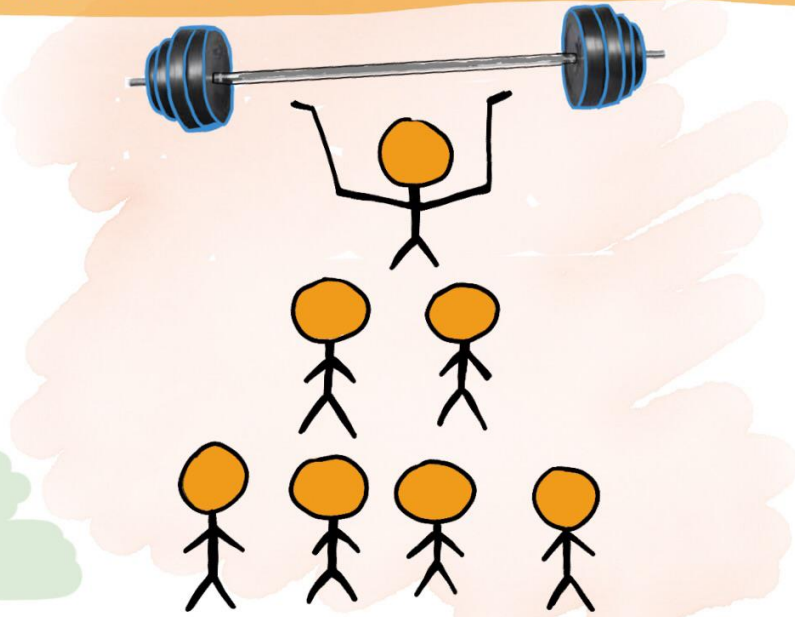


# Middle managers stop innovation just by doing their job!

What's in it for me



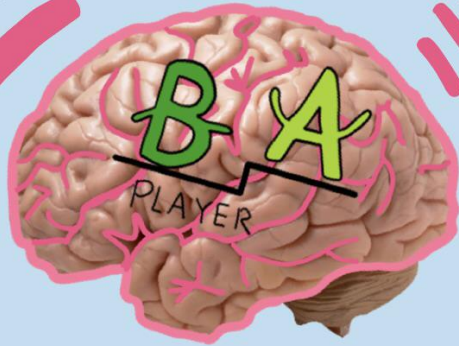
The fault lies with their executives



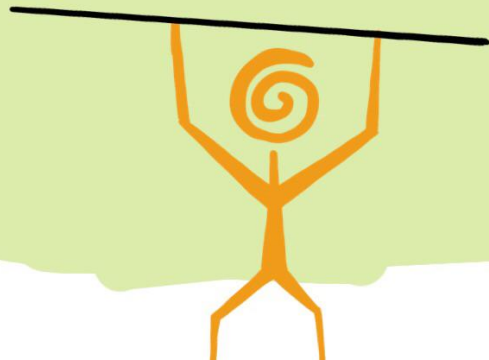
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# People and Teams

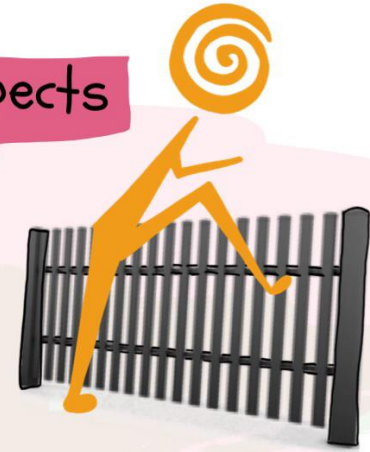
What is the talent for innovation for you?



Keep the bar high  
- hire and promote by committee



Go beyond the usual suspects  
- and places



Have a beginner's mindset  
- always develop



 UDACITY

# Teaming - a better term for open innovation

A perfect stable team



A great story from Thailand



What is teaming?



“ Identifying essential collaborators  
and quickly getting up to speed on what they know  
so you can work together to get things done ”

- Amy Edmondson



# Better at Innovation

TBX - top down, bottom up and across



Bring decision making down

Measure behaviours more than outcomes



It's all about people

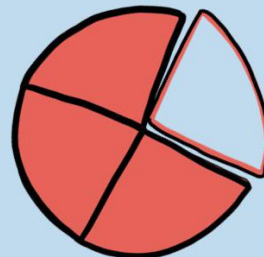
Team of teams

- faster, flatter and more flexible



Better:

Listen - Adapt - Experiment - Execute



# What leaders should do now!

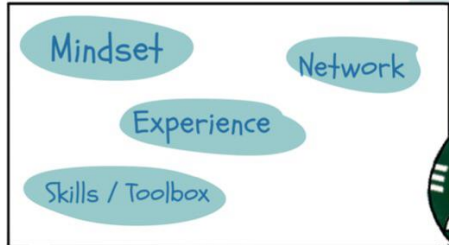


Be profitable today,  
create the future!

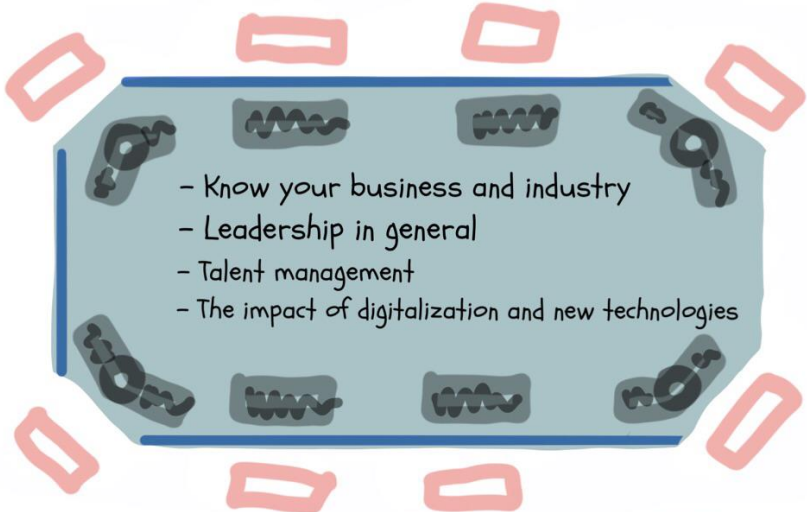


Where do you stand? - be honest!

The impact of digitalization and new technologies on:  
1) Markets and industries  
2) The organization

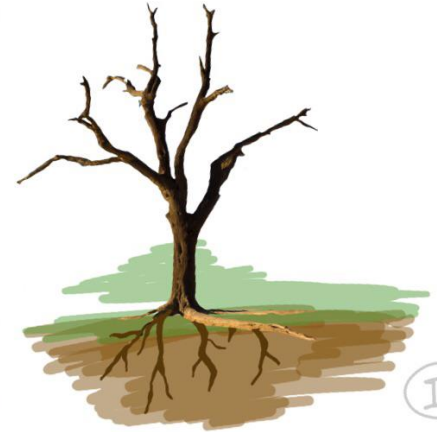


The table stakes are changing. Get ready!



Impact!

Root causes, not barriers!

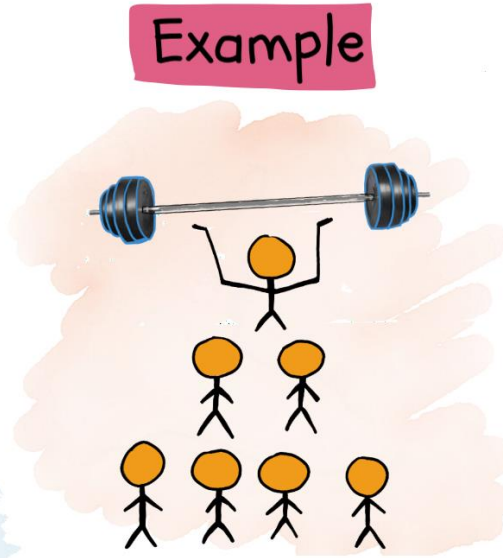


Transformation = vision + action / execution + behavioral-driven metrics

Key reasons for failure



Example



Why ?



Good news



Bad news

