



# Build Innovation Into Your Planning

HOSTED BY: Debra Thompson, MBA & Jacqui Catrsabone, MA

[info@getstrategy.com](mailto:info@getstrategy.com) | [www.getstrategy.com](http://www.getstrategy.com)



Our Series Presenters

# Experienced Leaders



**Debra Thompson, MBA**  
**President & CEO**

25+ years' experience in strategic organizational development including research, planning, program development and evaluation.



**Jacqui Catrabone, MA**  
**Director, Nonprofit & Community Services**

20+ years' experience in strategic organizational development including research, planning, program development and evaluation.



**Margie Taylor, Certified Fund Raising Executive**

Extensive experience in fundraising, economic development, public relations and communications







A

Learn the reasons why innovation is so challenging

B

How to organize and support innovation teams as

C

How to “fast track” new program and product development, while managing your current operations

# Objectives





# Facilitate Innovation

## HOW STELLA SAVED THE FARM

A WILD AND WOOLY YARN  
ABOUT MAKING INNOVATION HAPPEN



Vijay Govindarajan  
and Chris Trimble

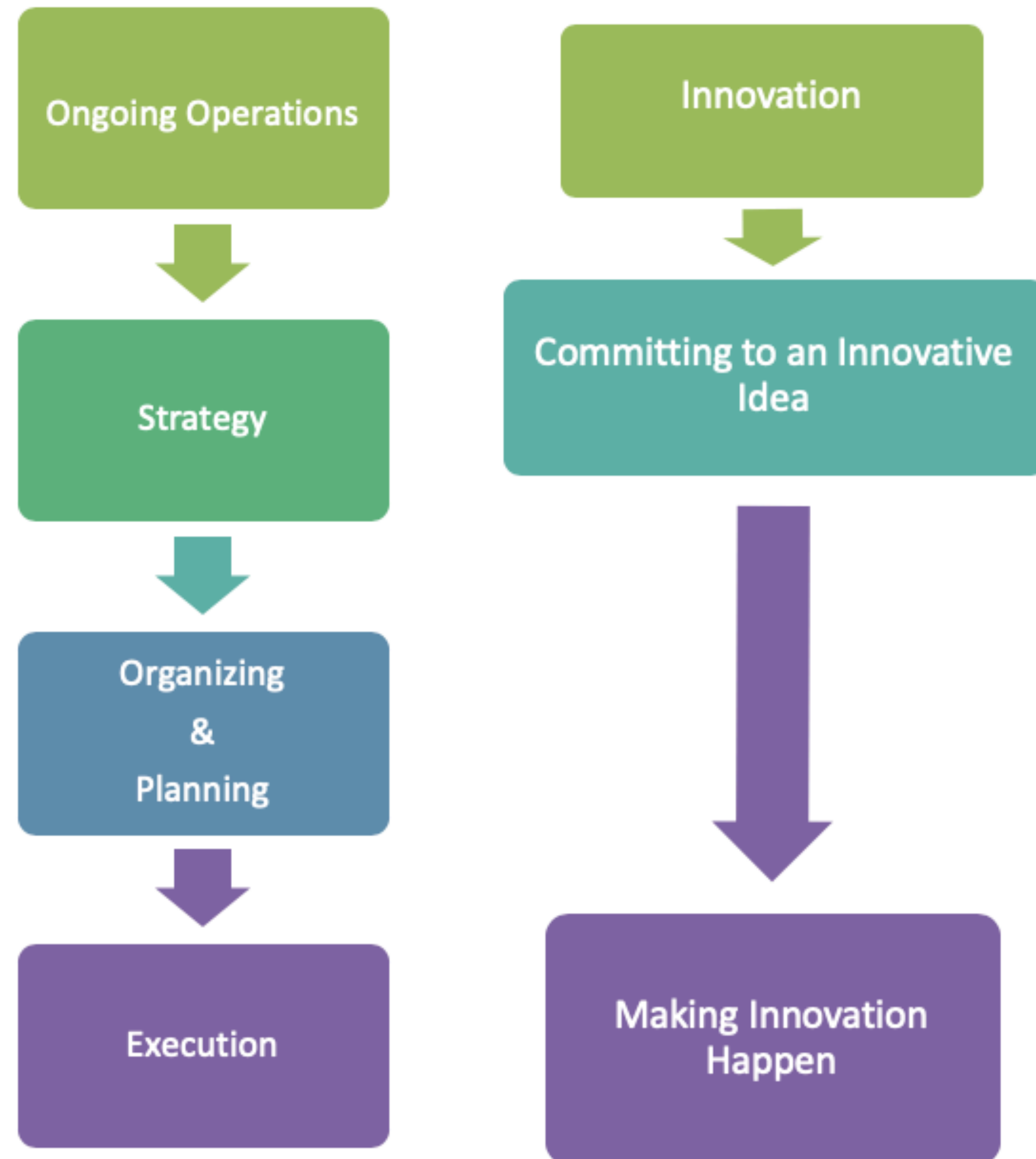
# HOW STELLA SAVED THE FARM

*A Tale About Making Innovation Happen*





*The need to reassess organizing and planning is often overlooked*

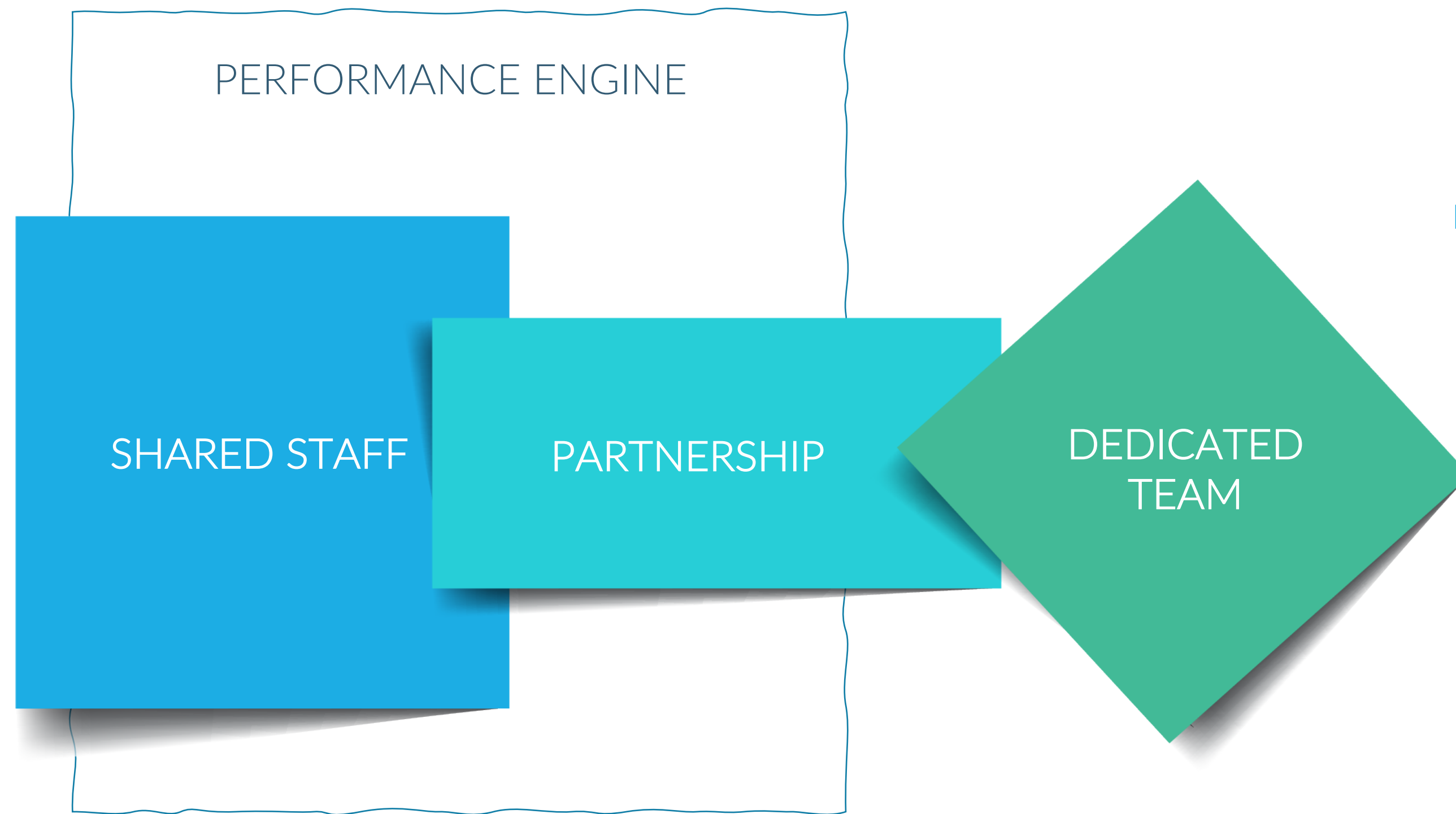


You can't ask the group that is in charge of today to also be in charge of tomorrow, because the urgent always squeezes out the important.

Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

# Innovation's Missing Link





Project team = Dedicated Team + Shared Staff

The Dedicated Team is custom-built for the initiative.

The shared staff retains its existing responsibilities and support the initiative

Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

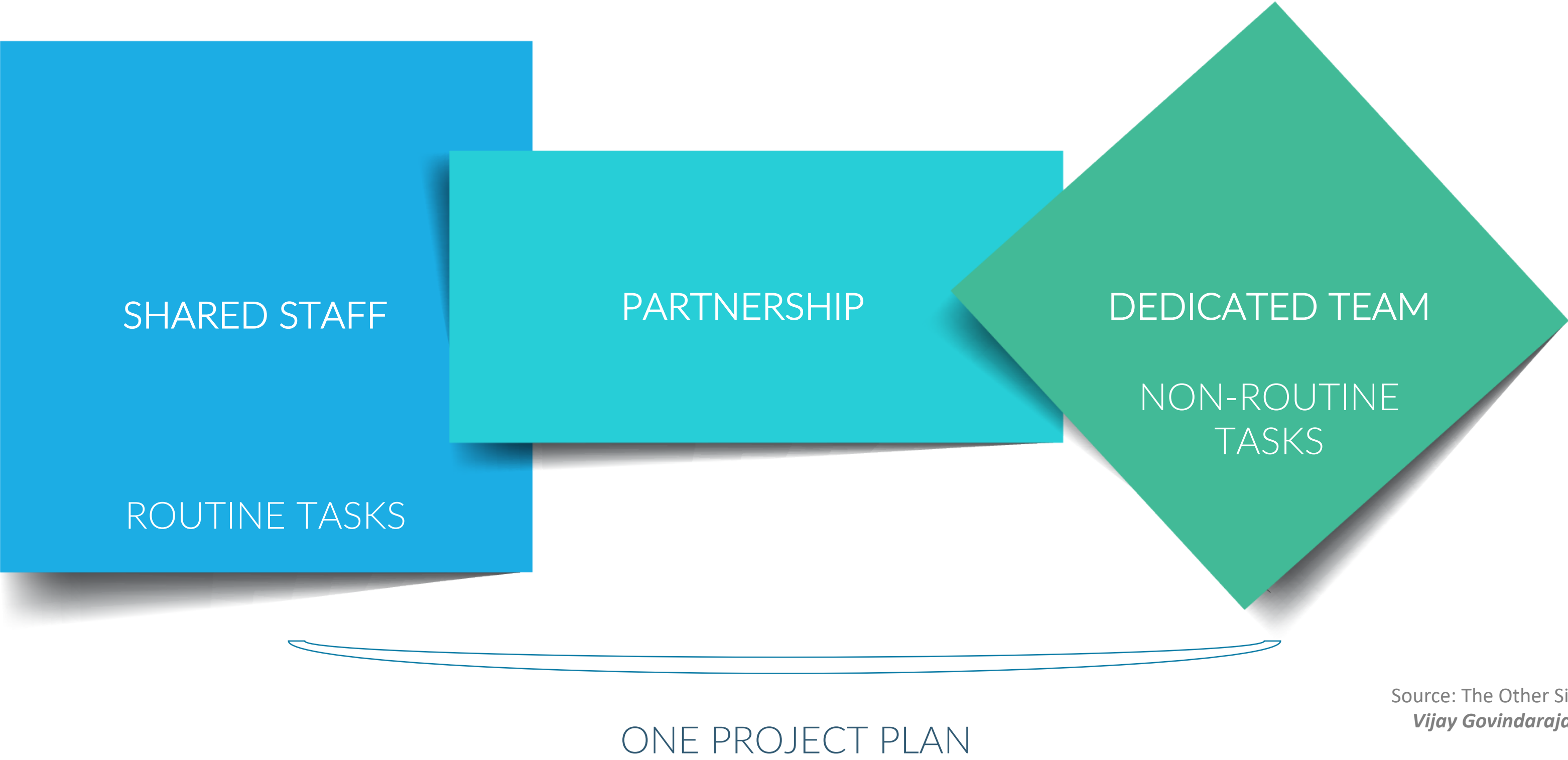
## Organizing an Innovation Initiative





- **Divide the labor:** decide how responsibilities for executing the initiative will be split between the Dedicated /Team and the Shared Staff.
- **Assemble the dedicated team:** Determine who will serve on the Dedicated Team and how to define their roles and responsibilities.
- **Manage the partnership:** Establish clear expectations for each partner and mediate the inevitable conflicts that will arise between the two.

**Steps for Building The Project Team Are Intuitive**



Source: The Other Side of innovation by:  
Vijay Govindarajan and Chris Trimble

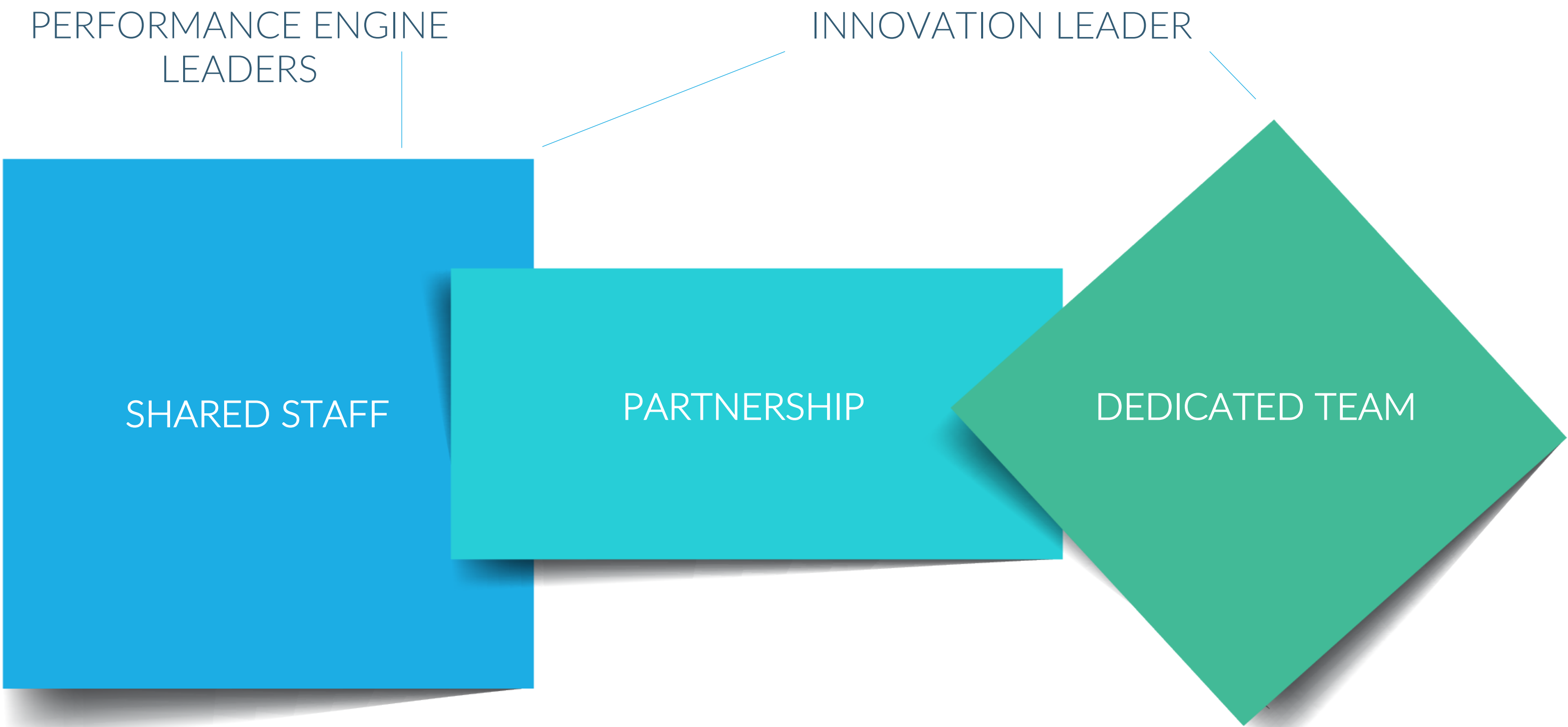
*The partnership, not just the Dedicated Team, executes the initiative*





Challenge 1: Competition with Performance Engine leaders for scarce resources

Challenge 2:  
The divided  
attentions of  
the Shared  
Staff



Challenge 3: Disharmony in the partnership

Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

Challenges of The Partnership



- Depth
- Power Balance
- Operating Rhythm

If the work relationships inside the Performance Engine are inconsistent with what is needed for a certain portion of the innovation initiative, then that portion must be assigned to the Dedicated Team

## Performance Engine Limitations






- Because on going operations are predictable, while innovation is uncertain, innovation leaders must think very differently about planning.
- Build a partnership between a Dedicated Team that is custom-built for the initiative and Shared Staff that remains a part of the Performance Engine
- The Shared Staff should take on as much of an innovation initiative as it can.
- The Performance Engine cannot simultaneously sustain excellence in ongoing operations and execute an innovation take that is outside the narrow confine of its specialization. If it tries, it will fail at one or both.

Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

## Dividing the Labor: Observations and Recommendations





- 
- Identify the skills that you need
  - Hire (or designate) the best people you can find
  - Match the organizational model to the Dedicated Team's job

## Assemble the Dedicated Team





1. To build an effective Dedicated Team, define the skills you need, hire the best people you can get from either inside or outside the company, and create a custom, zero-based organizational model.
2. Avoid building a Dedicated Team that acts like a Little Performance Engine.
3. Outside hires play a critical role on the Dedicated Team. They bring in needed new skills, and they help defeat organizational memory by challenging the instincts of insiders and by catalyzing the process of breaking down and rebuilding work relationships.

Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

## Assembling the Dedicated Team



4. Create new and unfamiliar titles and write new job descriptions for everyone on the Dedicated Team.
5. Counter the Performance Engine by formal hierarchy and decision rights and by leadership choices.
6. The Dedicated Team should define its own metrics, processes, and culture.
7. Support functions, especially HR, IT, and finance, must be willing to make exceptions to standard policies for the Dedicated Team.

Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

## Assembling the Dedicated Team





1. The organizational model for an innovation initiative is always a partnership between a Dedicated Team and a Shared Staff.
2. The most critical characteristic of successful innovation leader is that they take a positive, persuasive, and collaborative approach in their interactions with the Performance Engine.
3. The best innovation leaders need help from above. Conflicts with the Performance Engine are frequent and can be intense. And, the innovation leader usually has little positional power compared with the Performance Engine leaders with whom there is conflict.

Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

## Managing the Partnership

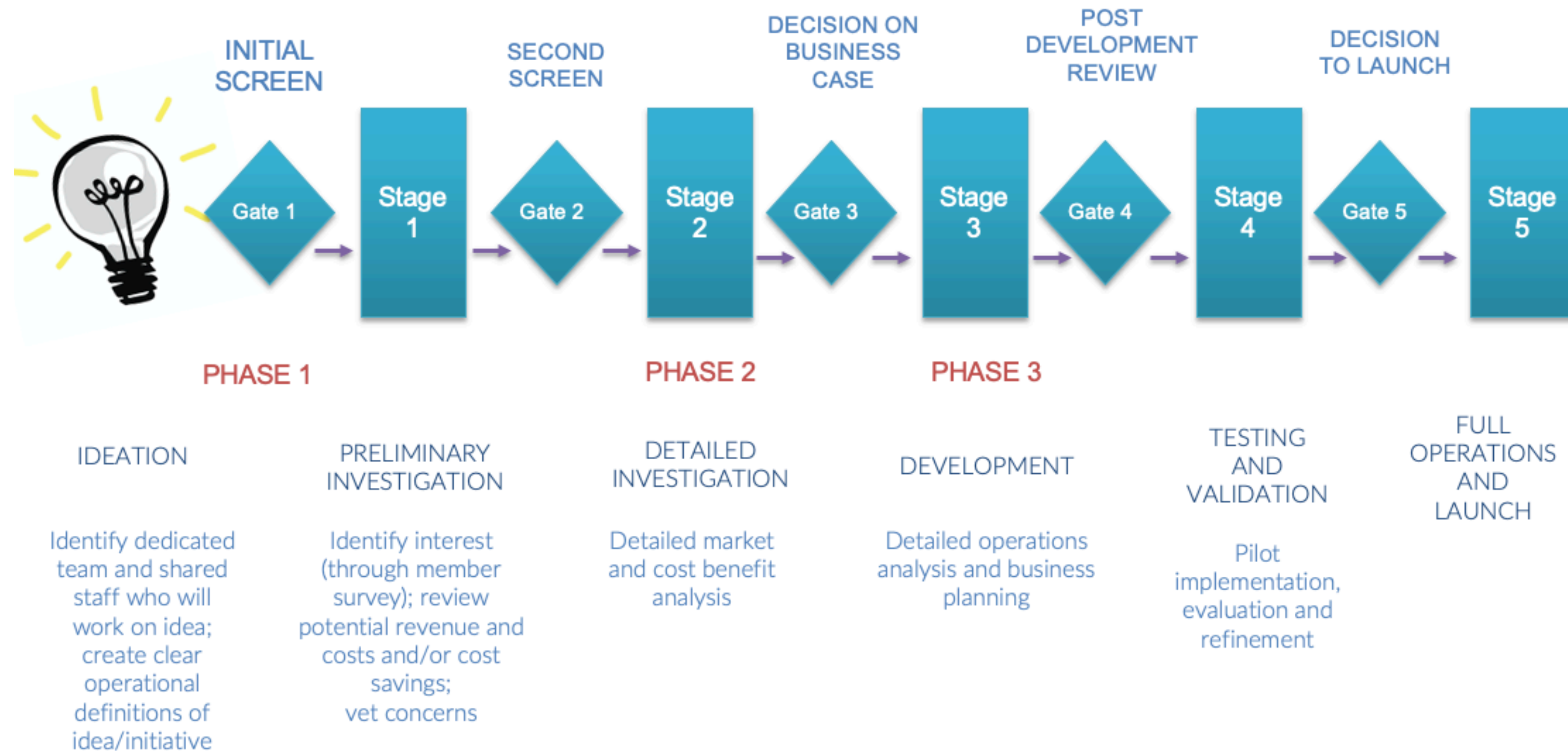


4. Both the innovation leader and supervising executive must attend to the health of the partnership at all times, anticipating, moderating, and mediation tensions and conflicts.
5. Conflicts over formally allocated resources are most easily resolved when all resources are allocated to the innovation initiative through a single document and a single process.
6. Interpersonal persuasion is often insufficient to get the Shared Staff to give enough time and energy to the innovation initiative. Stronger incentives and additional resources are frequently necessary.
7. Maintaining a healthy partnership is difficult because the two units are quite different and unlikely to naturally work well together.

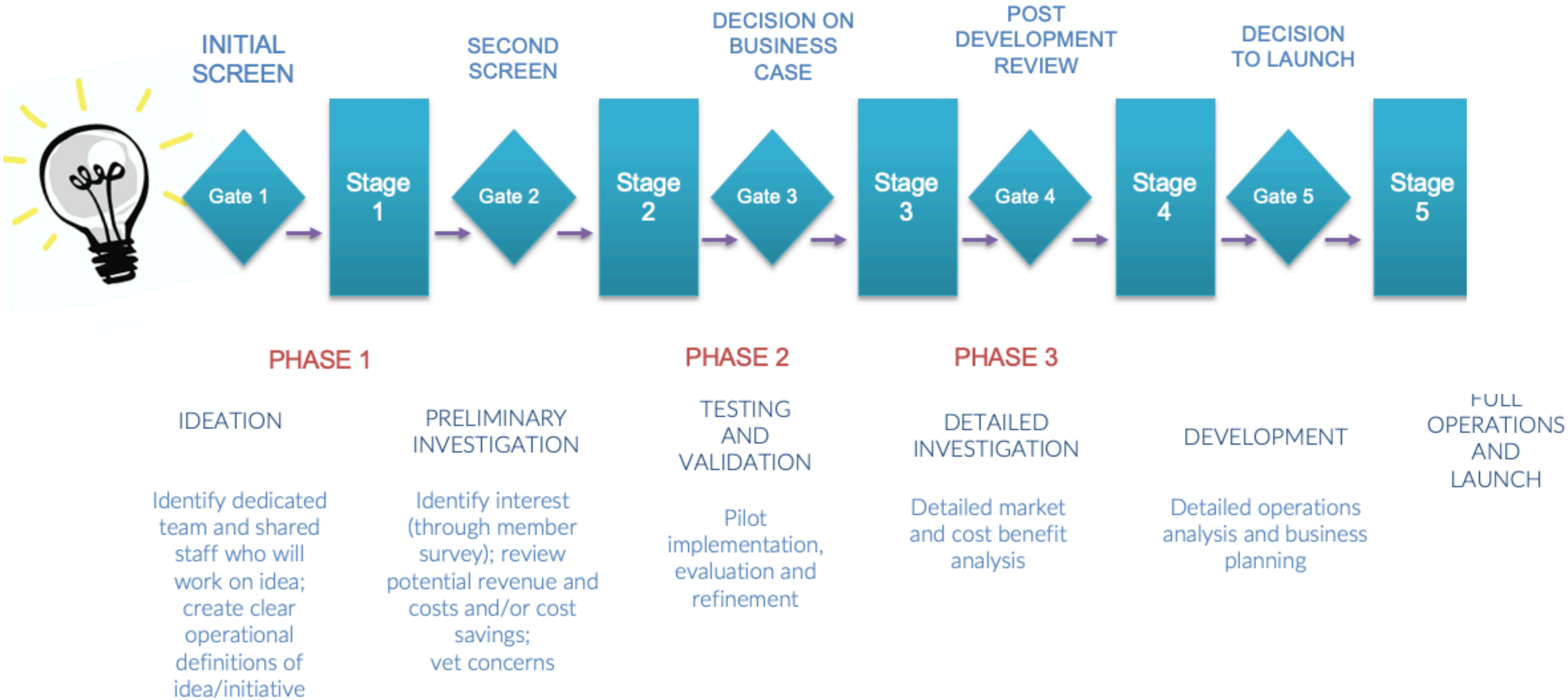
Source: The Other Side of innovation by:  
*Vijay Govindarajan and Chris Trimble*

## Managing the Partnership





## Traditional Stage/Gate Product Development Process



# Fast-Tracked Stage/Gate Product Development Process