Personality & Innovation KPIs

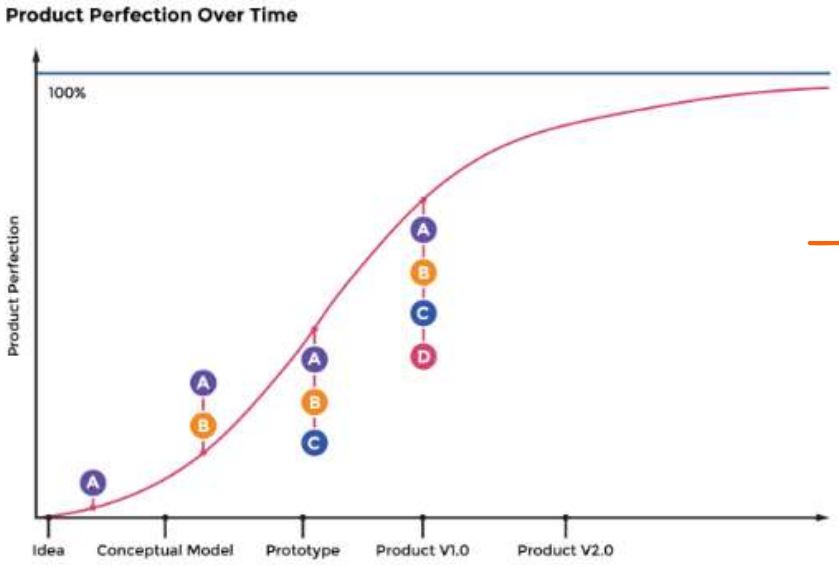
„You can´t run a mule in the Kentucky Derby.“
(Jim Leyland, baseball legend)

Renaissance Time with Martin Schweiger on
05 April 2022

Given at Nanyang Technological University (NTU) of Singapore

Why A Company Needs Innovation

McKinsey Insight: the „S-Curve“



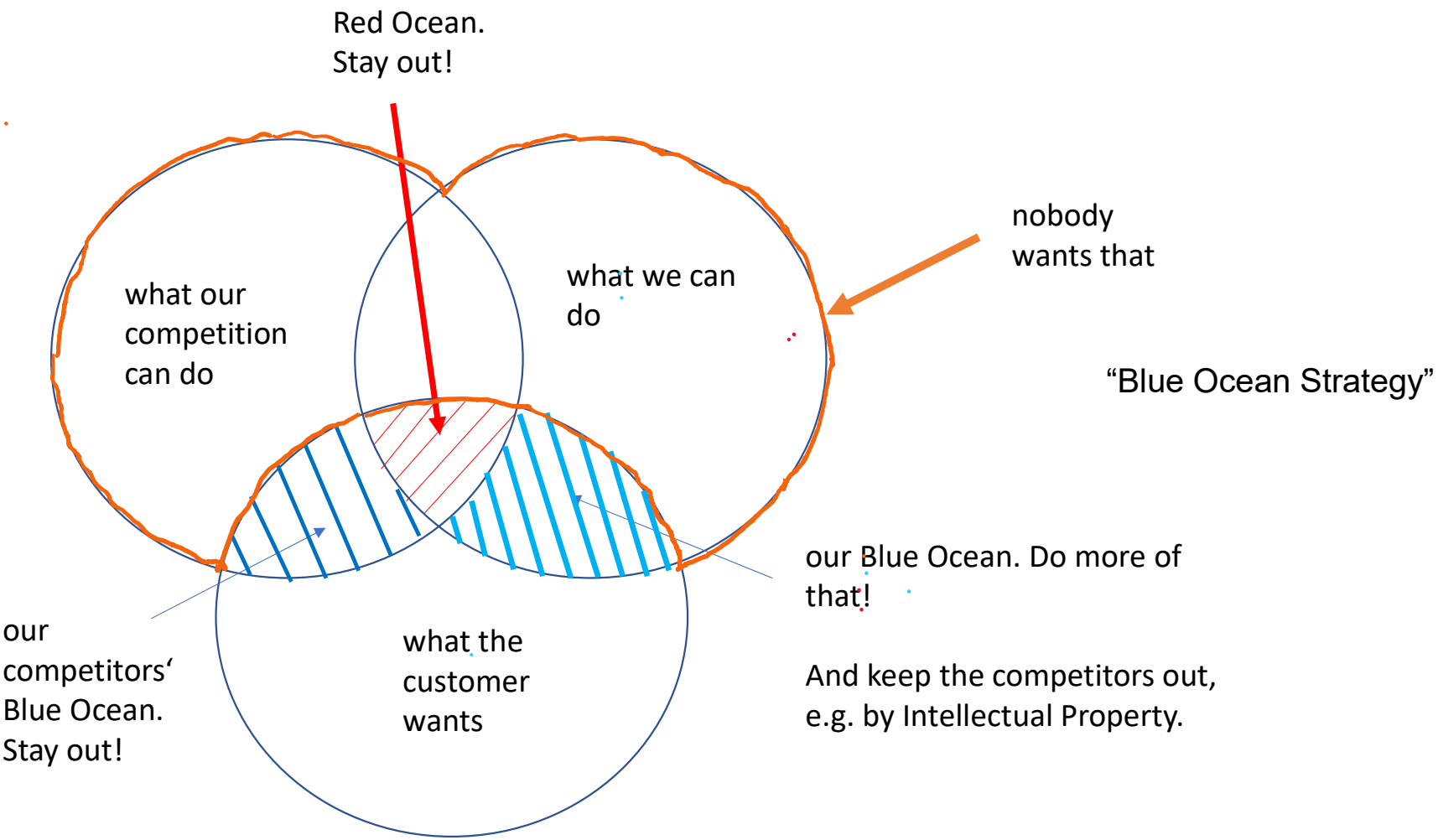
A Company Needs Growth

These are the only three ways of increasing the revenues of a company:

- Sell to new customers
- Sell more to existing customers
- Increase the price of the products

A new product can help to change the goal posts:

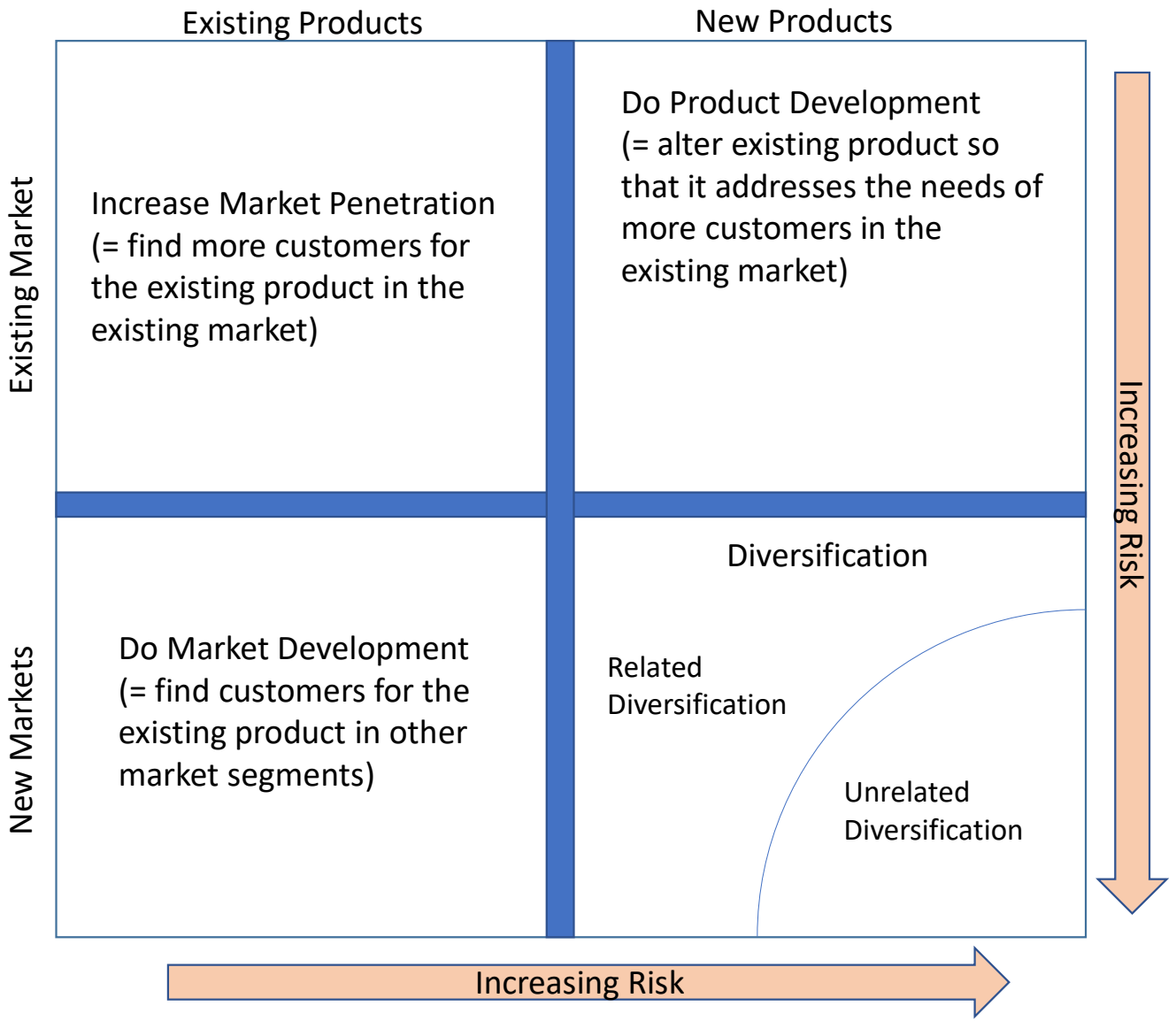
- **Selling new products to new customers** is often easier than selling known products, because there is less or no competition (Blue Ocean).
- **Selling new products to existing customers** is often easier than selling known products, because one can offer a solution for known problems of the existing products
- **Increasing the margin of the products** (new products can be sold at higher price or lower costs)


Red Ocean.
Stay out!
what our competition can do
what we can do
nobody wants that
“Blue Ocean Strategy”
our Blue Ocean. Do more of that!
And keep the competitors out, e.g. by Intellectual Property.
what the customer wants
our competitors‘ Blue Ocean.
Stay out!

The Ansoff Matrix

Determine the risk that comes with different approaches to growth.

The Ansoff Matrix can be used (depending on where a company is in its lifecycle and its 'risk tolerance') to decide which growth strategies should or should not be applied.

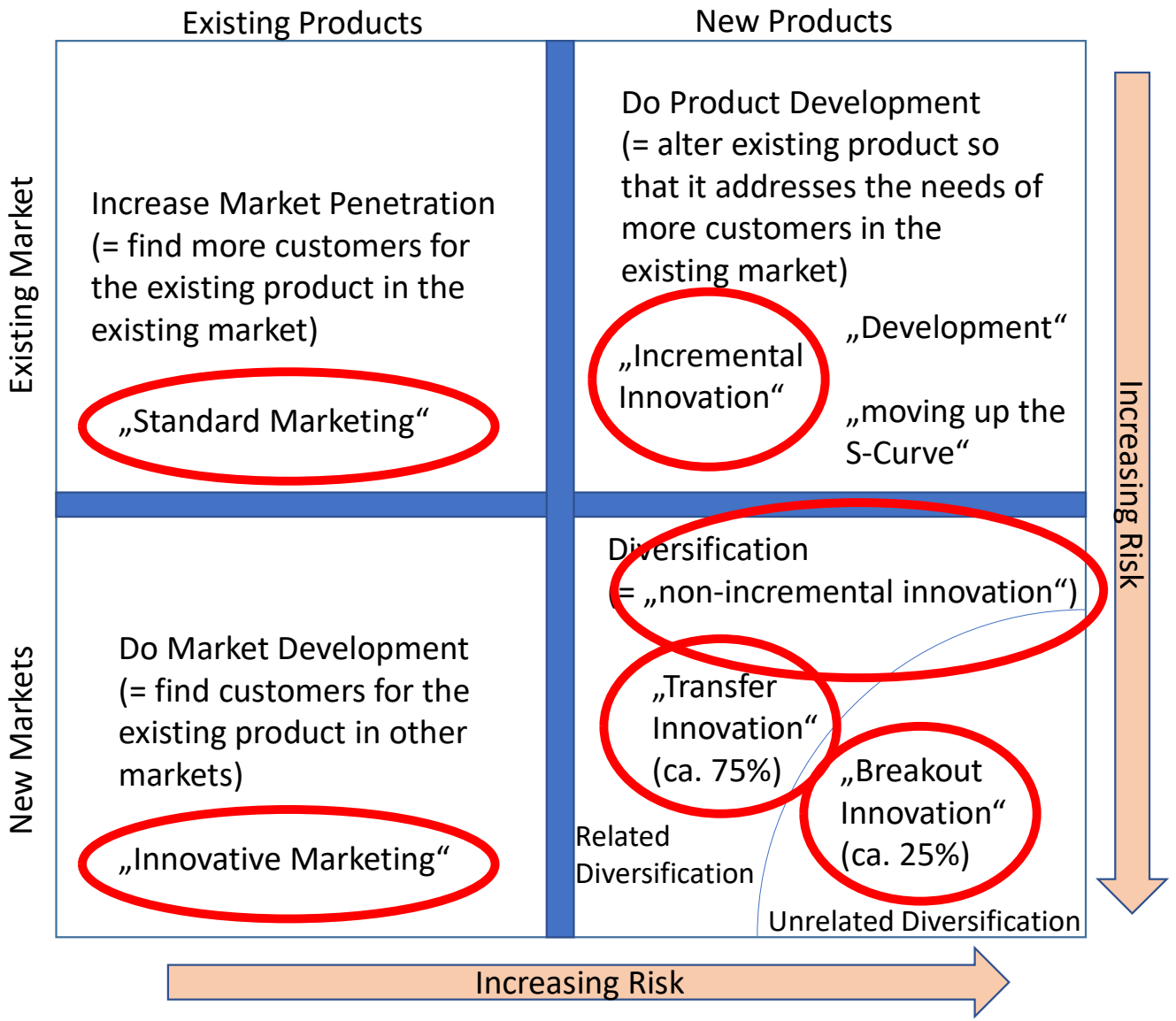


Example:

The Ansoff Matrix applied to my 4x4 Innovation Strategy.

Goal: Classify Innovation By Growth Strategy chosen

side note:
I am not yet happy with the terms „Standard Marketing“ and „Innovative Marketing“. „Value Innovation“ may be a better term.



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Download my FREE E-Book here

bit.ly/4x4innovation

Bitly links are case sensitive!

This is what you were told at Business School

The 60 Second Innovator. Sixty Solid Tec… …es for Creative and Profitable Ideas At W…

Jeff Davidson

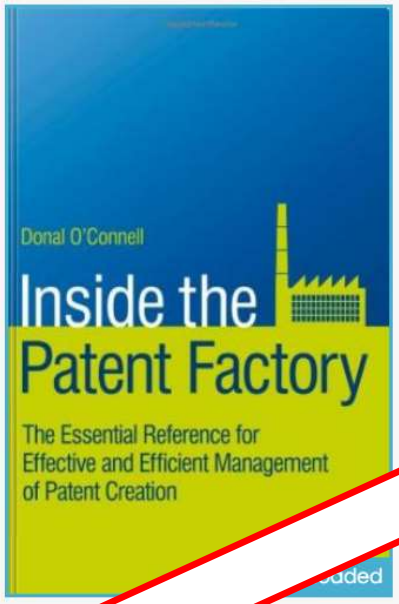
☆ 0 / 0 0 comments

When the economy's in free fall … competitors are the ones rooted in innovation. Today, managers are screaming f… …who can break through to the next level of business and technology. In sixt… …morous tips, Jeff Davidson helps you learn the practices that will make you a great… …en as: Develop the qualities all innovators share; Embrace change; Enhance out… …inking; Find new solutions to old problems; Be a business innovator as well as a team … guide doesn't just show you how to think outside of the box—it shows you how to hop out …e box, pick it up, turn it upside down, and shake out new ideas for profit and success!

This Does Not Work

Year:	2009	Publisher:	F+W Media;Adams Media
Language:	english	Pages:	139
ISBN 13:	9781440513718	File:	EPUB, 423 KB

A similar case: patents for the sake of patents



Inside the Patent Factory: Th
for Effective and Efficient M
Creation

Donal O'Connell

☆ 0 / 0 0 comment

The book is a co or anyone interested in inte
embark on patent creation. It draws on the au
ch , management and leadership at Nokia.

ook guides the reader through each stage of settin
involvement by asking vital questions about their needs a
involved, it provides examples, diagrams and models to ill
Critical chapters include the core activities of patent cre
quality and the comparison of external and internal alloc
how to such define roles and responsibilities and the mar

Expensive And Complicated, does not work

Nokia CEO Cries During his last Speech

Nokia CEO Ended His Speech Saying This 'We Didn't Do Anything Wrong But Somehow, We Lost'

But then what is the solution?

Answer: do it right from the start.

Do innovation only with true innovators!

Serial Innovator Personality:
creativity + thick skin + wisdom + honesty/humility

- medium to high degree of primary psychopathy (Levenson)
- low in agreeableness (Big 5)
- low in neuroticism (Big 5)
- high in openness (Big 5)
- high in creativity (bit.ly/4x4-creativity-test)
- medium to high in IQ (110 – 120)
- Level 5 leader (Jim Collins - Good to Great)
- high in honesty/humility (Hexaco)

In short words: serial innovators are much like entrepreneurs, but risk-avoiding and therefore without the ambition to have their own company

see bitl.ly/4x4-entrepreneur-talk

This is what the Founder Institute says:

What Makes a Good Entrepreneur?

We have found many traits that correlate positively with entrepreneurship. Here is a sampling of the major traits:

Bad Founder DNA

Some traits can limit you as an entrepreneur. For example:

The One Funny Thing With Innovation

It is most of the time NOT the innovative people that talk about how to innovate.

Look at the innovative background of innovation gurus.

example: Clayton Christensen – zero tangible innovation in his C.V.

Yet

- a Harvard university professor for innovation
- wrote a famous book „The Innovator‘s Dilemma“

A Company Seen By A DIN/ISO Consultant

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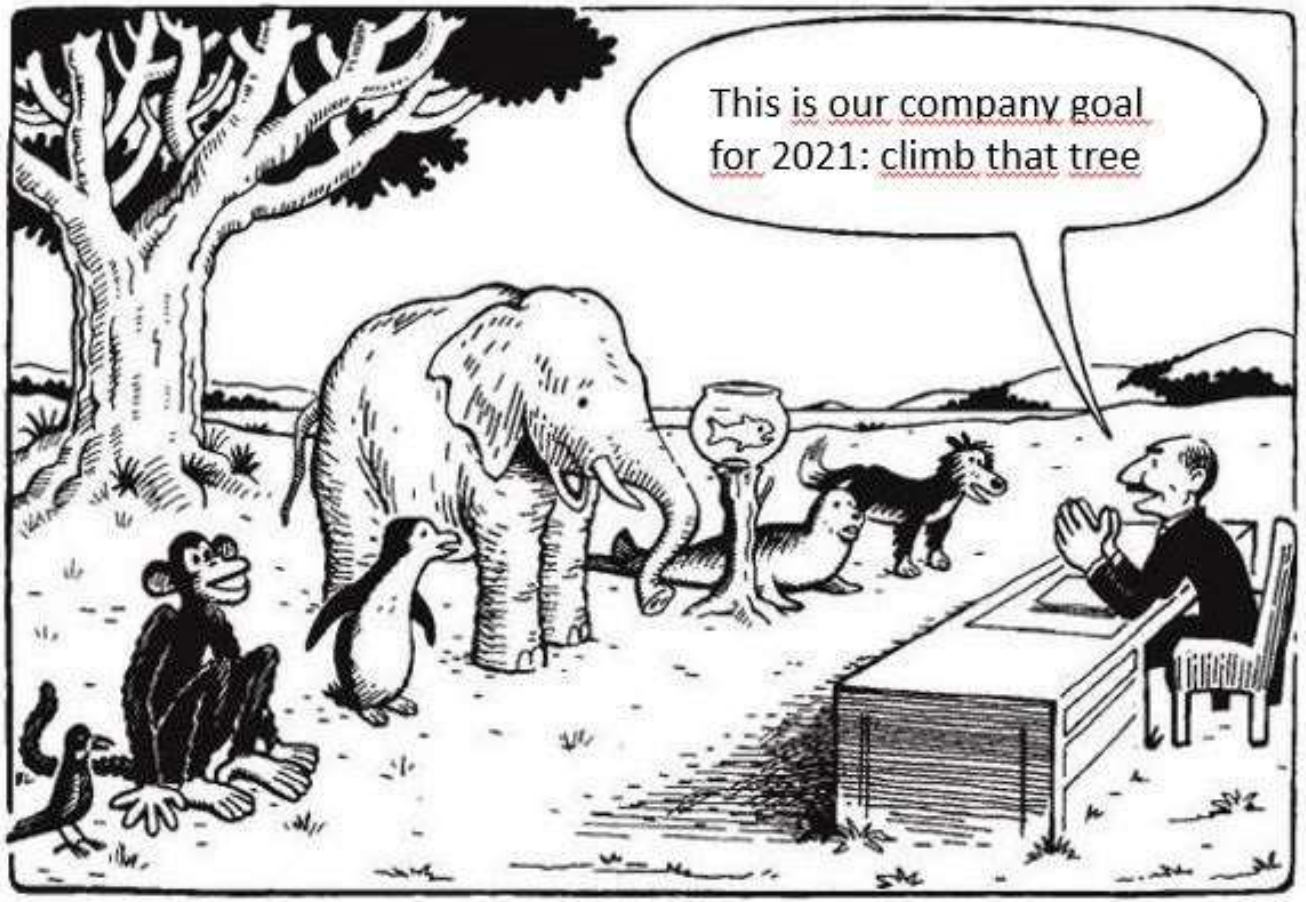
The Same Situation Seen With Common Sense



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Einstein: "Everyone is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."

this is a true statement but still fake news

bit.ly/EinsteinFishClimbTree

Company Seen By A Leadership Training Consultant

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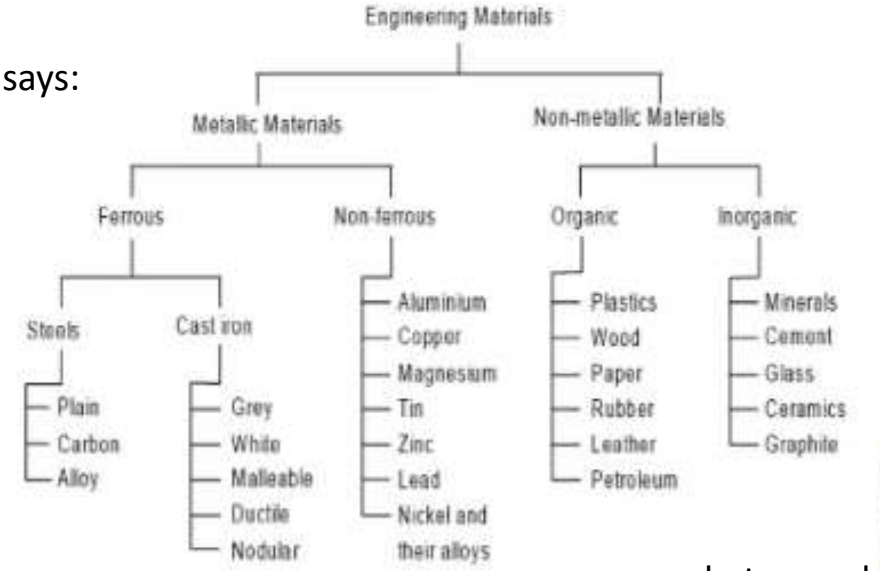
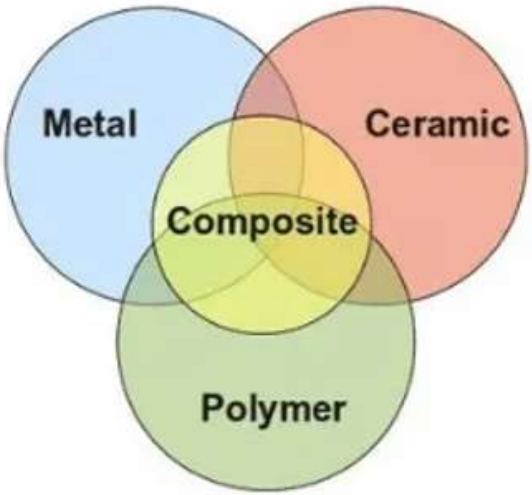
What are the Classifications of Engineering Materials?

what a chemist says:



what a design engineer says:



what a mechanic says:

„Parts can or cannot be welded together, to form a continuous substance“

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How CrystalKnows.Com Sees Personalities

DISC

Re-take Assessment Print

DISC Type

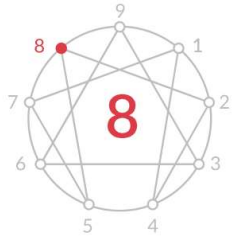
Captain (D)

Strong Intensity: 45%

Martin tends to be motivated by competition and results. He is likely a skilled, pragmatic enforcer whose focus on achievement and success can help those around him accomplish goals.

Enneagram

Print



Enneagram Type

8: The Protector

As a Type Eight, Martin tends to be self-confident, powerful, and assertive. Martin generally enjoys engaging in debates and making difficult decisions.

Re-take assessment

Already know your Type?

16-Personality Types (based on types by Jung, Myers, & Briggs)

Print

16-Personality Type

ENTP

As an ENTP, Martin tends to be expressive, curious, and spontaneous. Martin generally enjoys debating and thinking about issues from different perspectives.

Re-take assessment

Already know your Type?

Big Five Assessment

Print

EXTRAVERSION

Extroversion is a measure of how outgoing, talkative, and people-oriented someone is.

89%

AGREEABLENESS

Agreeableness measures how easily a person connects with others.

1%

CONSCIENTIOUSNESS

Conscientiousness measures the thoughtfulness and organization of a person.

17%

EMOTIONAL STABILITY

Emotional Stability is a measure of how calm and stable a person is during stress.

89%

OPENNESS

Openness is the measure of how open to experience, open-minded, and imaginative an individual is.

83%

Strengths Assessment

Print

1. CURIOSITY

Martin is an explorer; he seeks novelty; he is interested in new activities, ideas, and people; he is open to new experiences.

2. CREATIVITY

Martin is viewed as a creative person; he sees, does, and/or creates things that are of use; he thinks of unique ways to solve problems and be productive.

3. LOVE OF LEARNING

Martin finds ways to deepen his knowledge and experiences; he looks regularly for new opportunities to learn; he is passionate about building knowledge.

4. BRAVERY/COURAGE

Martin faces his fears and overcomes challenges and adversity; he stands up for what is right; he does not shrink in the face of pain or inner tension or turmoil.

5. HOPE

Martin is optimistic, expecting the best to happen; he believes in and work toward a positive future; he can think of many pathways to reach his goals.

Values Assessment

Print

1. CREATIVITY

It is important to him to have new ideas or to create new things.

2. SPIRITUALITY

It is important to him to have spiritual beliefs and to believe that he is part of something greater than himself.

3. PRIVACY

It is important to him to have time alone.

4. RESPONSIBILITY

It is important to him to be dependable and trustworthy.

5. INDEPENDENCE

It is important to him to make his own decisions and do things his way.

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Insight & Contribution Levels

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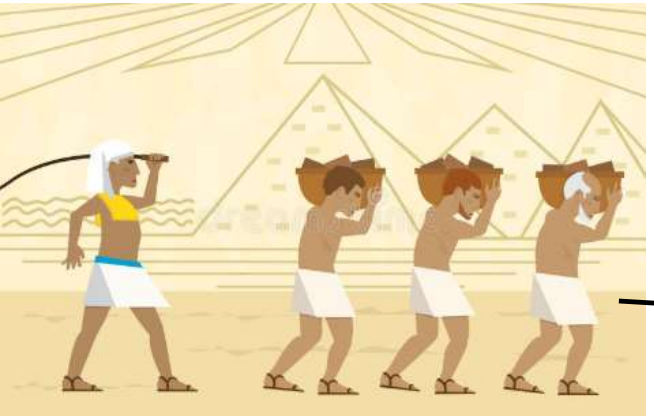
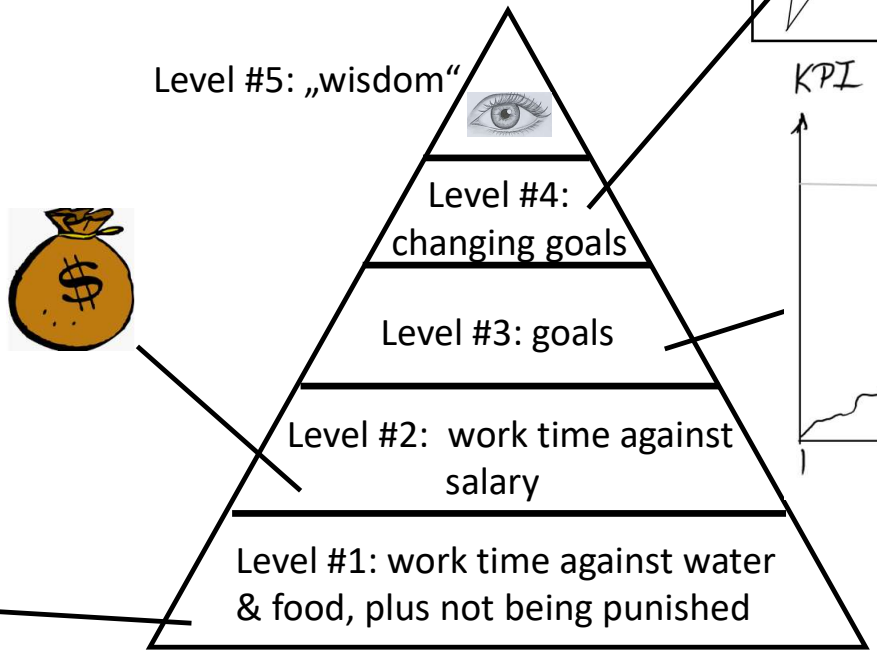
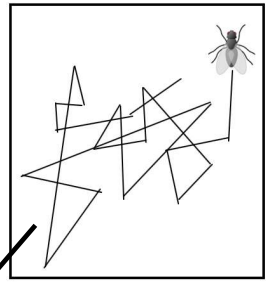
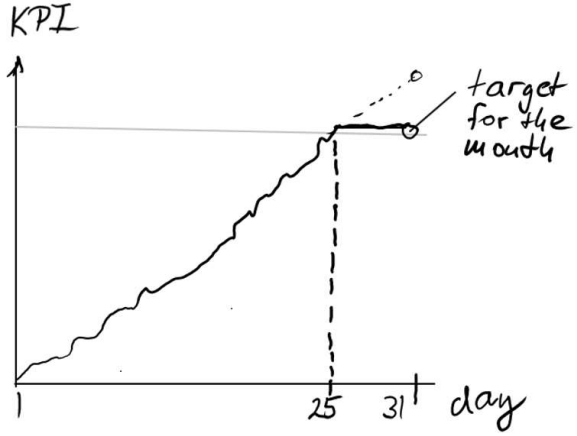


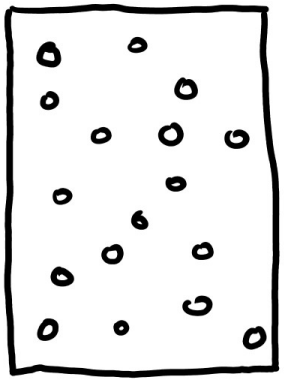






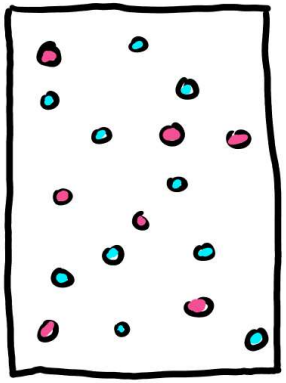
5 Levels of Insight & Contribution

all is data



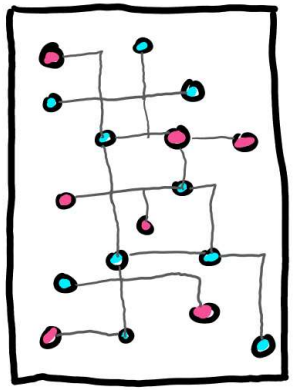
Level 1

data becomes information



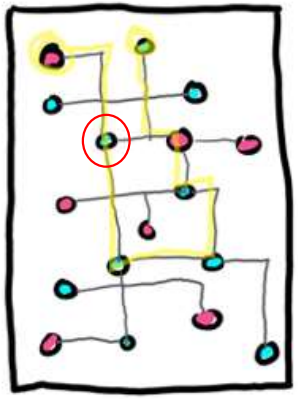
Level 2

connecting the dots: tactics



Level 3

know what and when to do: strategy

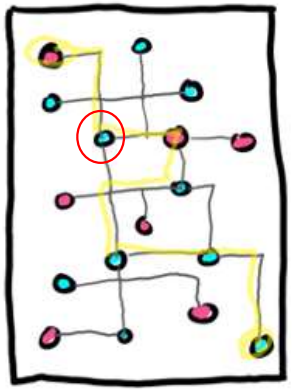


Level 4

Plans based on knowledge,
with interests of politics in mind

the crucial point is here

wisdom



Level 5

Sees the highest purpose in <u>everything</u> you do.

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X = wisdom level

- strategy
- connecting the dots
- reflection
- inspired work
- Innovation = new products, what marketing, what clients, etc.

5

non-routine work

5

- tactics: enable overall strategy to be put into practice
- automation/improve processes
- decision making

4

- fire fighting
- tapping shoulders to get work load done
- work load balancing

for Marketing& Sales, operations, HR, finance, and IT

4

work on the company

work in the company

4

- creating & questioning KPIs

5

- doing audits

4

3

- Operations/Billing + Quality Control
- Marketing & Sales
- HR
- Finance
- IT

2

routine work

Can everyone become a Level 5 wisdom contributor?

- In insight & contribution, the Level 5 of wisdom is difficult to reach.

- While I do not think that each and everyone can learn to achieve Level 5 wisdom, I do know that many carry the seed for Level 5 wisdom within themselves.

Save Money and Effort: Pareto Principle in Innovation

100% of the Innovation work is done by 100% of the people

80% of the Innovation work is done by 20% of the people

80% of 80% (= 64%) of the Innovation work is done by 20% of 20% (= 4%) of the people

80% of 80% of 80% (= 51.2%) of the Innovation work is done by 20% of 20% of 20% (= 0.8%) of the people

In other words: if you have 100 people in your R&D department, re-assign the right 80 people to other tasks and the remaining 20 people will still have about the same innovative power as the 100 people before that.

Price´s Law

The square Root number of the employees contribute to the success of the company.

9 employees, sqr(9) = 3 contribute to the success of the company

100 employees, sqr(100) = 10 contribute to the success of the company

1,000 employees, sqr(1000) = 32 contribute to the success of the company

„Serial Innovators“ Law

- In a company of 100, there is one Serial Innovator
- In a company of 1,000, there are two Serial Innovators, maybe three
- In a company of 10,000, there are still two (or maybe three) Serial Innovators, because the others have left after getting frustrated by the management

A typical dialogue:

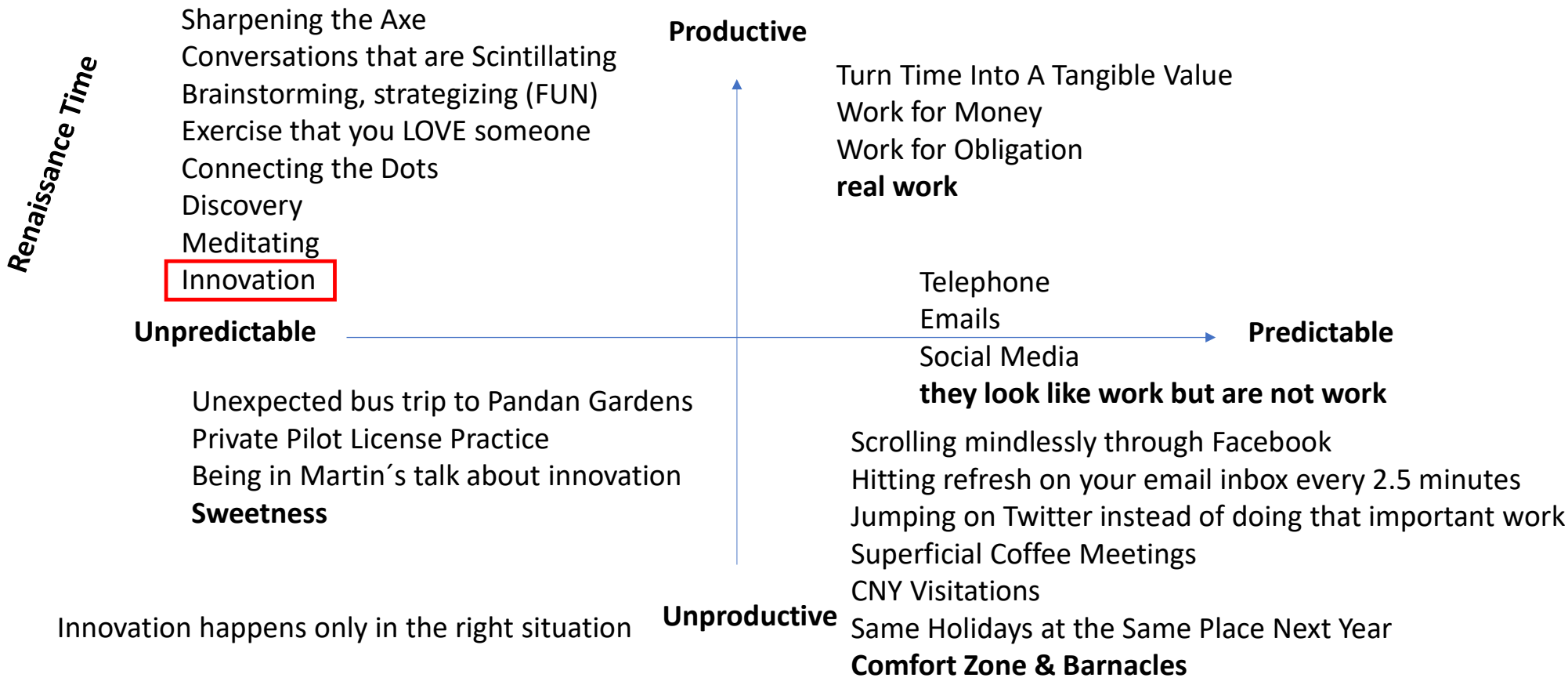
Innovator: „I found a way to save a million dollars by spending only $10,000“

Manager: „The $10,000 would come out of my budget but the savings would go into someone else‘s budget. It is not feasible.“

Innovator: „The stockholders might disagree.“

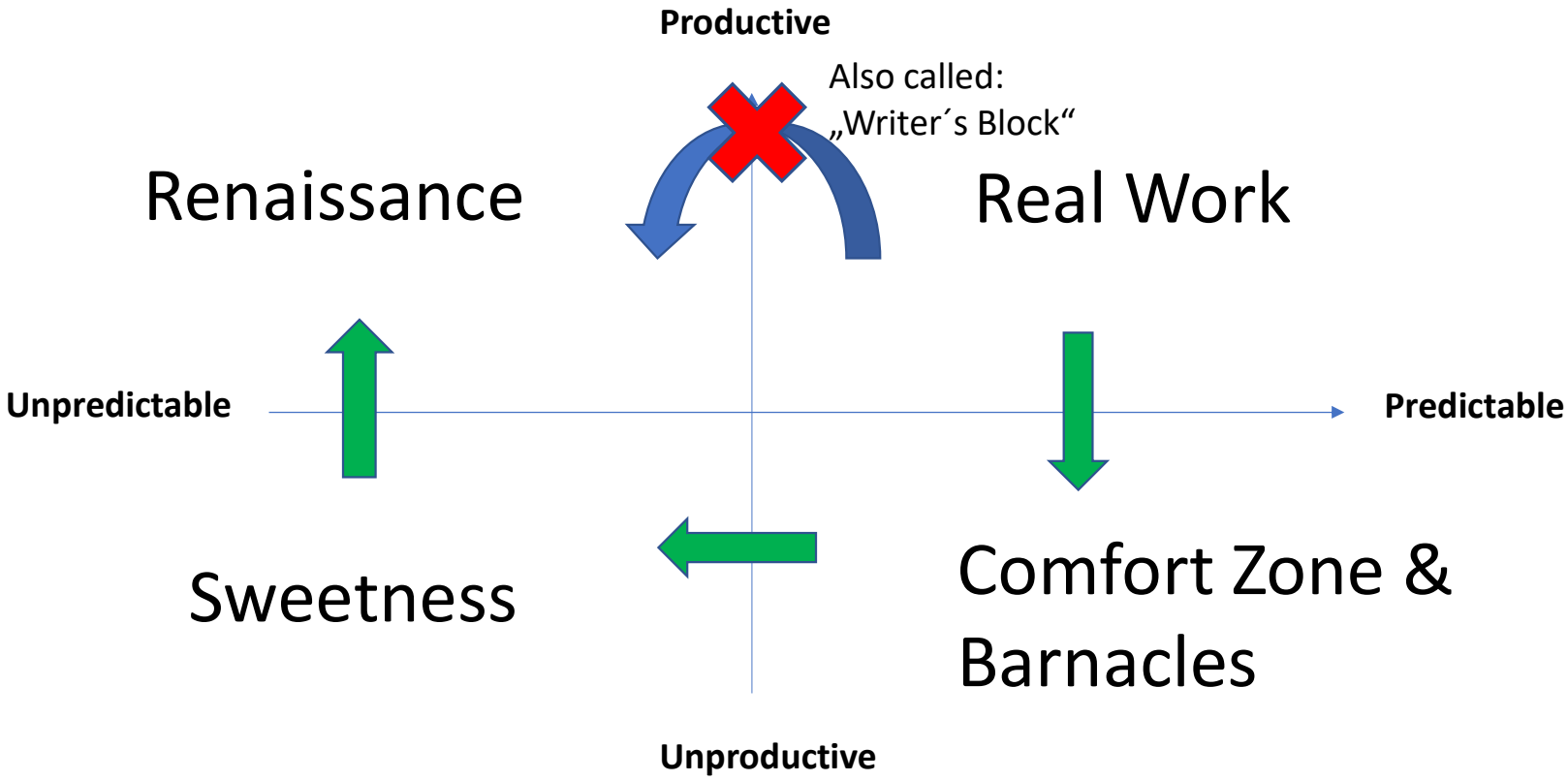
Manager: „That‘s why they are never invited to meetings.“

„Renaissance Time“ is What?



Innovation happens only in the right situation

How to Get into that Renaissance Zone



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Reading List

- M. Schweiger - The 4x4 Innovation Strategy (2020)
  review: bit.ly/4x4innovation
- A. Griffin et al. - “Serial Innovators“ (2012)
  review: bit.ly/serial-innovator
- C. DeArmitt – “Innovation Abyss” (2016)
- R.W. Foster – “Innovation – The Attacker’s Advantage” (1986)
- W. Chan King - “Blue Ocean Strategy” (2004)
  review: bit.ly/4x4-Blue-Ocean-Strategy
- J. Collins – “Good to Great” (2001)

Contributions

- “Renaissance time” and how to get there
- A clear definition of “Innovation”, following from “growth”
- Innovation needs innovative people
- How to identify innovative people
- Serial Innovators are entrepreneurs, but risk-avoiding and therefore without the ambition to have their own company
- Pareto principle applied:
  20% of the R&D staff does 80% of the innovation
- Price`s Law and Serial Innovators’ law. There are only one or two serial innovators in each company

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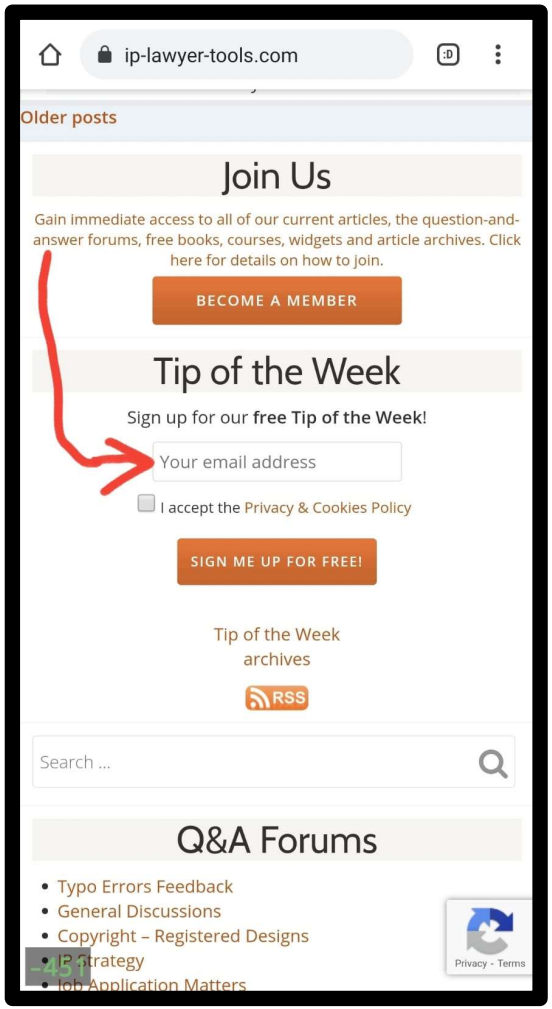
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