Quick HITS
Hot Issues and Topics Series

NASA_APPEL NASAappel

APPEL KNOWLEDGE SERVICES

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Develop **wise, decisive** leaders who better the world through business

Empower forward-thinking leaders to navigate **disruptive change** and own the future


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# WHICH IMAGE DO YOU ASSOCIATE WITH TODAY'S OPERATING ENVIRONMENT?

## What innovation is, and what it is not

## Five behaviors to encourage to drive innovation

## How to fight the hidden barrier to innovation


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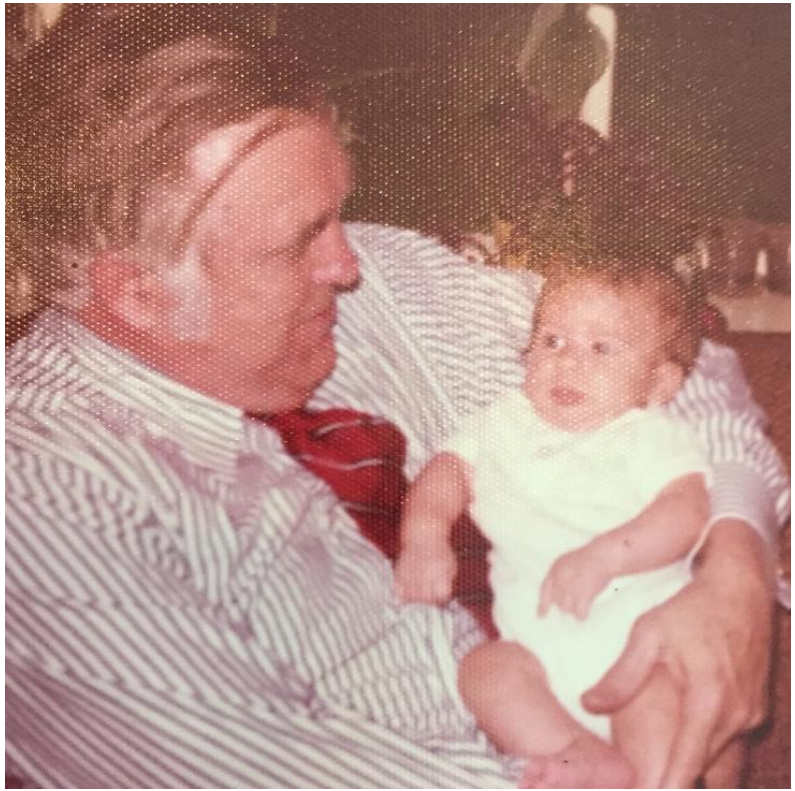

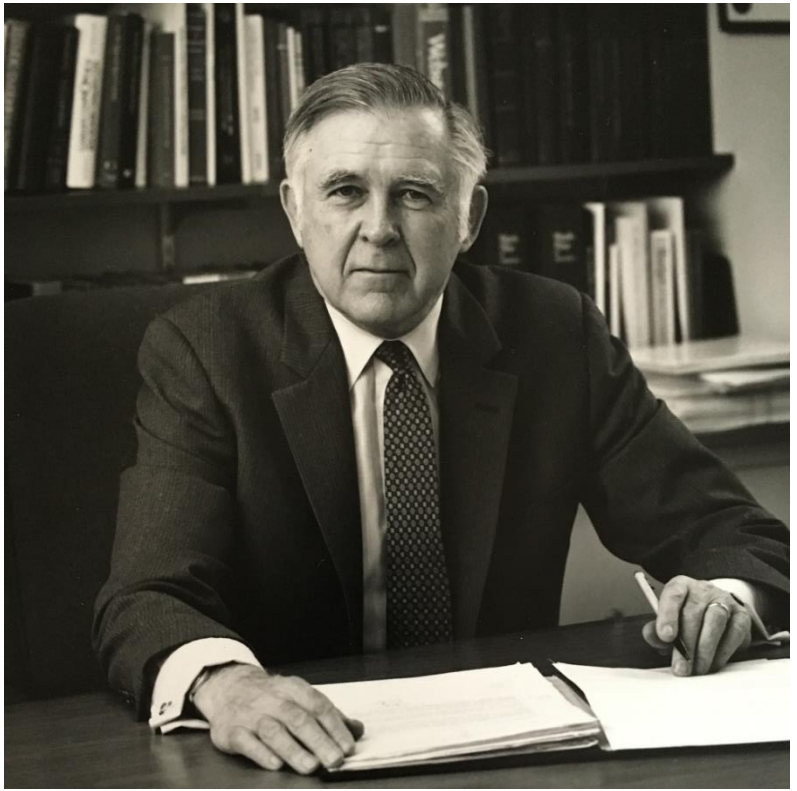


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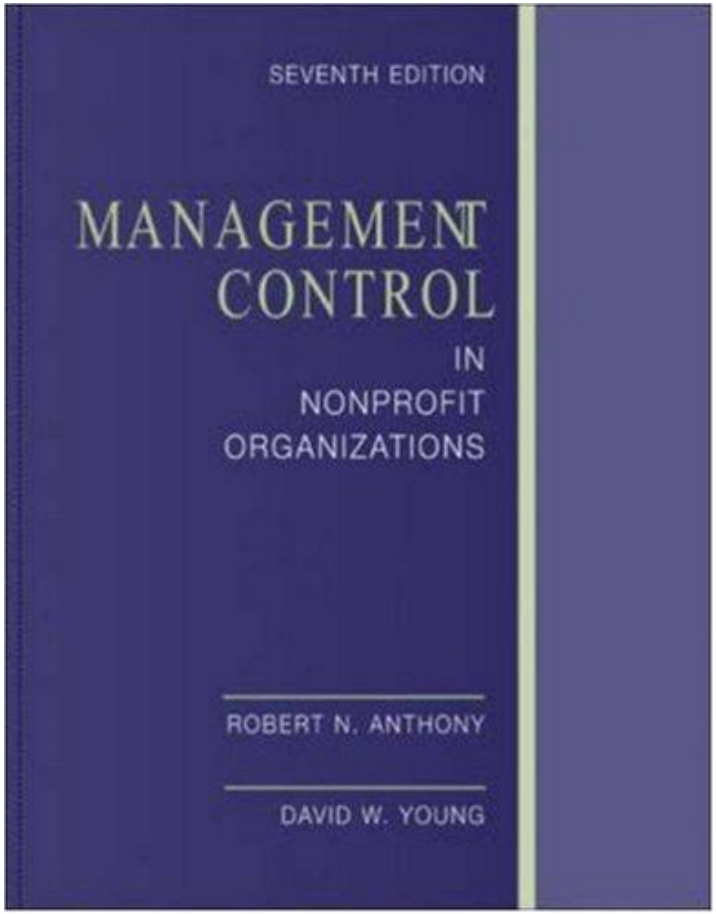


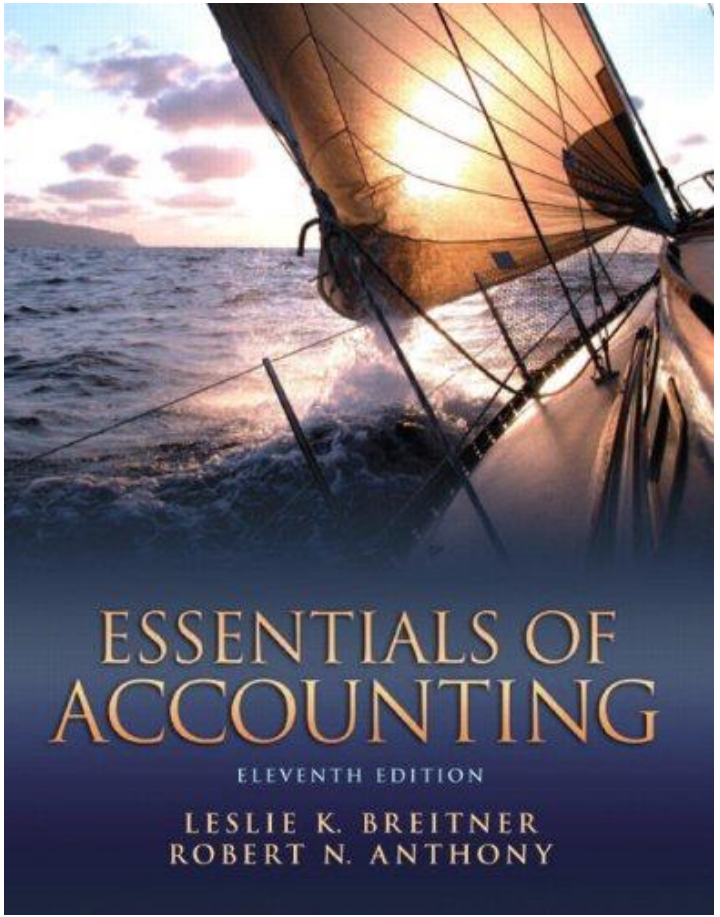



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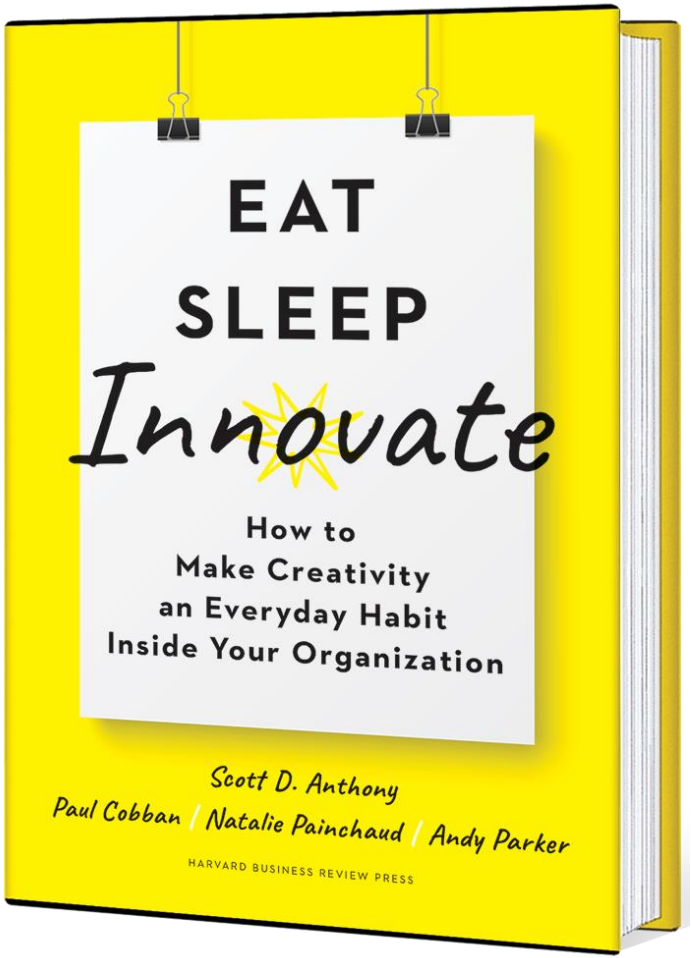


# Innovation

SOMETHING
DIFFERENT THAT
CREATES VALUE


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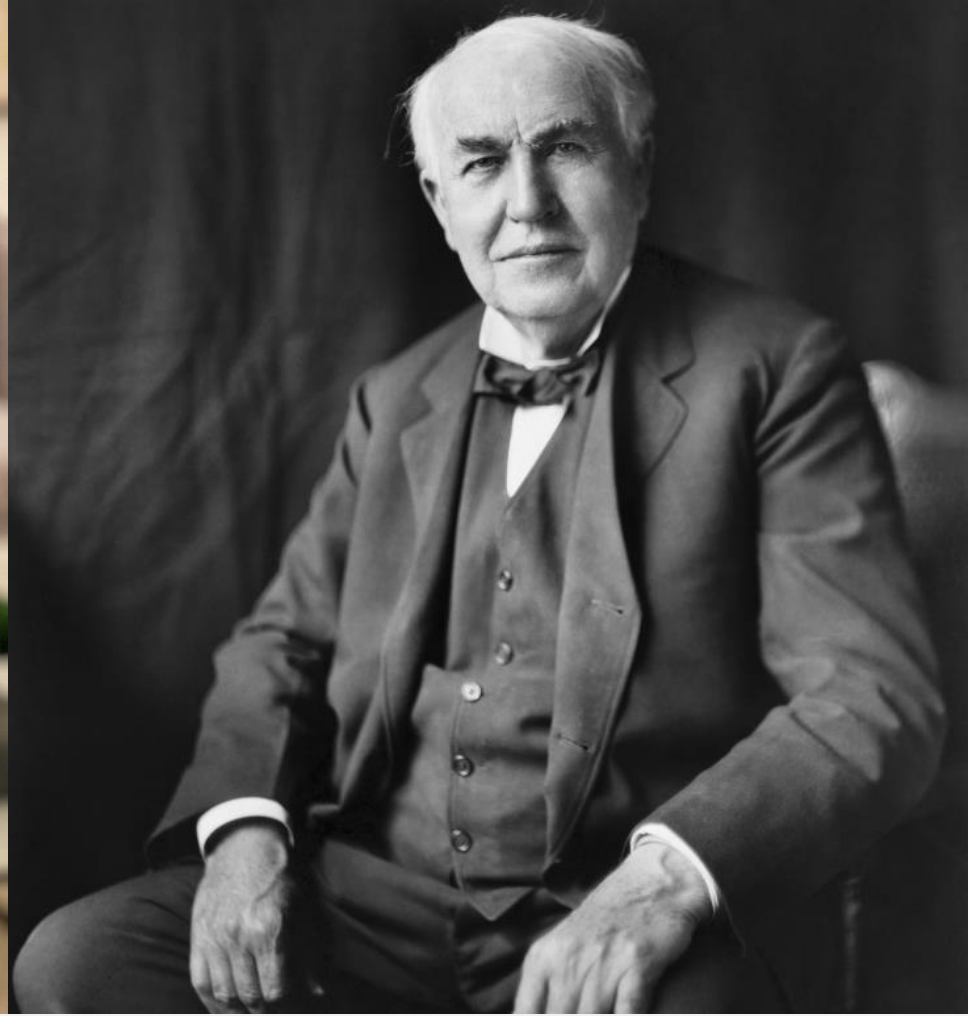


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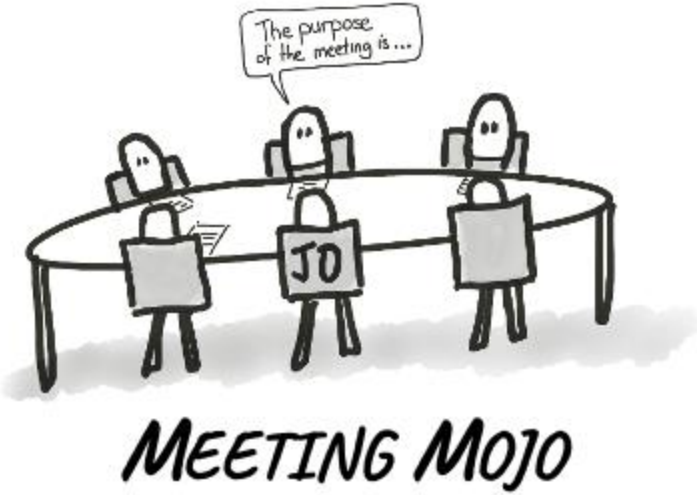
MEETING MOJO

*MOJO has **saved >500,000 employee hours** to date and increased the percentage of people who **think meetings encourage collaboration from 40% to 90%***

***To run purposeful, efficient meetings***





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# WHAT ARE EVERYDAY EXAMPLES OF NASA DOING SOMETHING DIFFERENT THAT CREATED VALUE?

# Myth

**Innovation is a *mystery* mastered by the *rare few***

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## Myth

**Innovation is a *mystery* mastered by the *rare few***

## Reality

**Innovation is a *discipline* that *anyone* can master**


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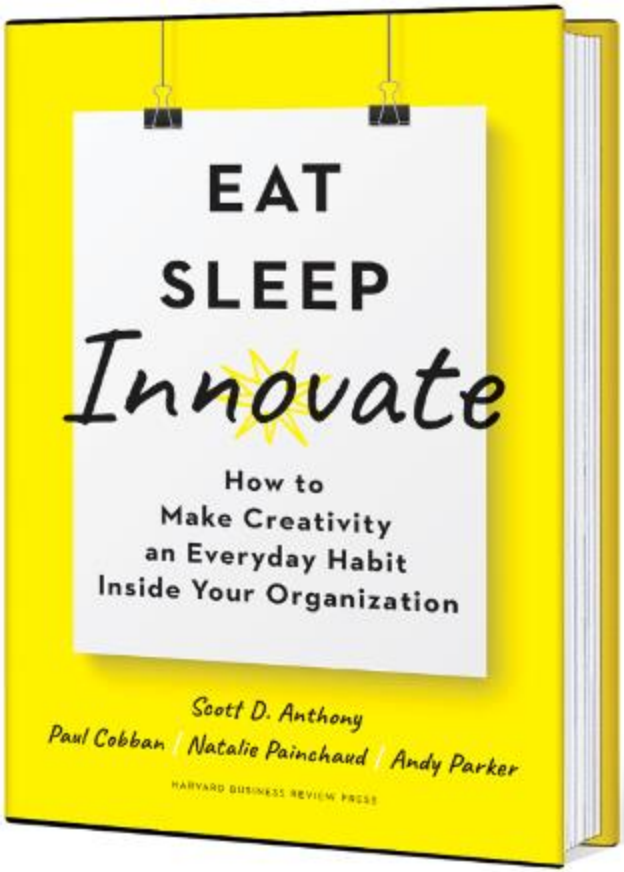


# Innovation

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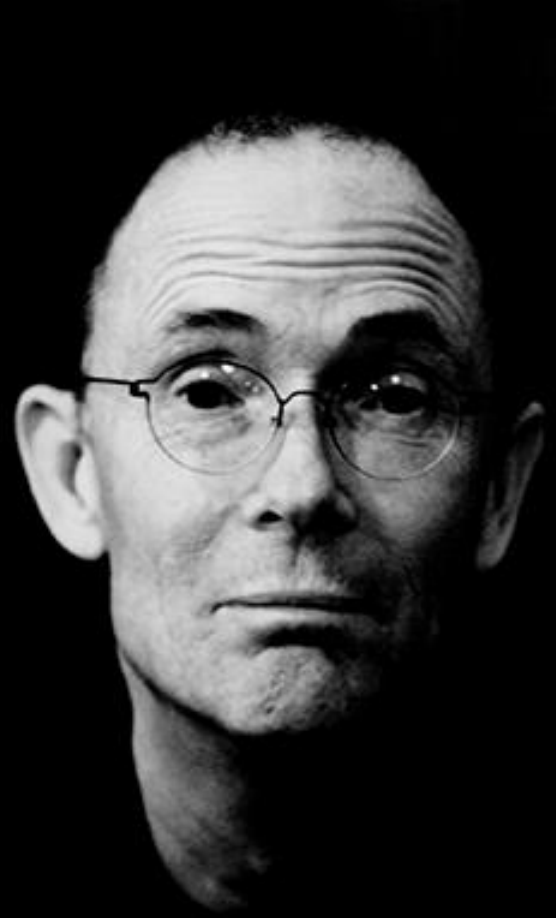
**Poll question**

Which of the five behaviors is the biggest gap for NASA (select one)?

1. Curiosity
2. Customer obsession
3. Collaboration
4. Adeptness with ambiguity
5. Empowerment



*"The future has already arrived. It is just not very evenly distributed."*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# Be an Anthropologist

NEGATIVE CAPABILITY

## Press Pause


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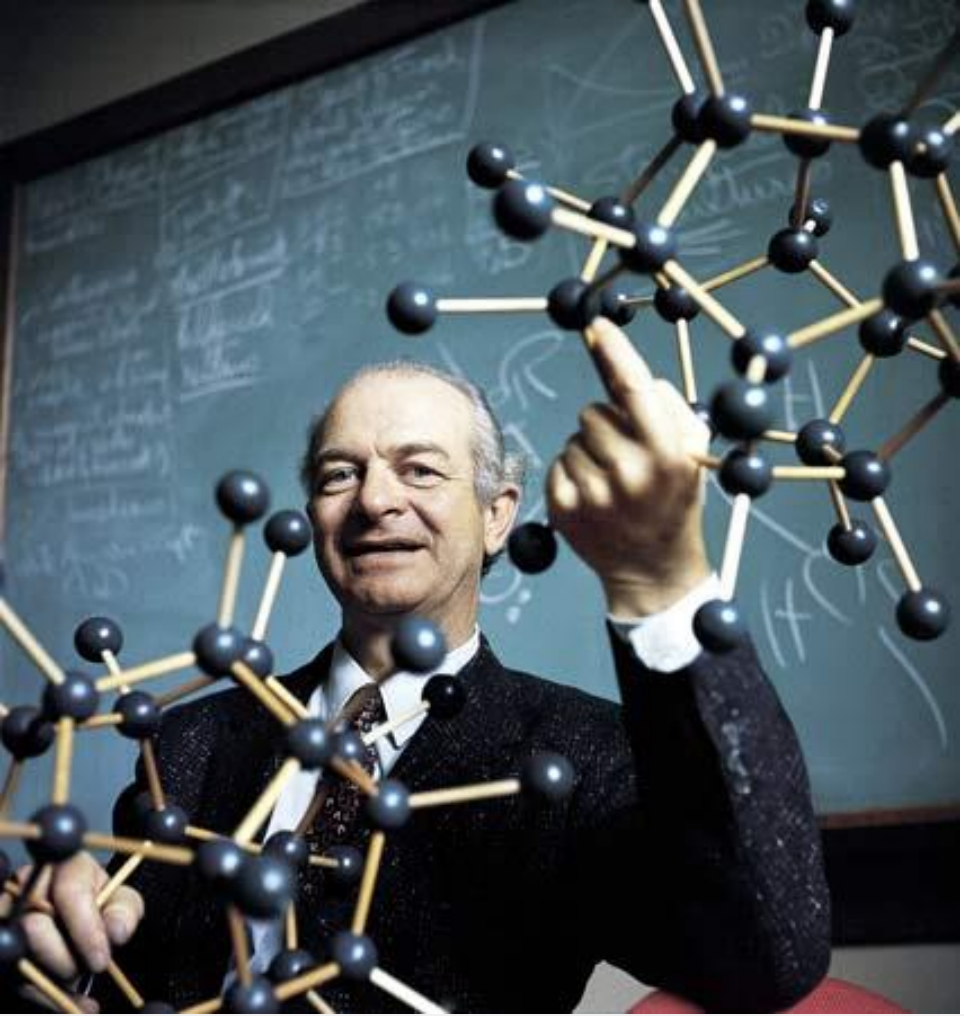

The best way to have a **good idea** is to have **lots of ideas**.


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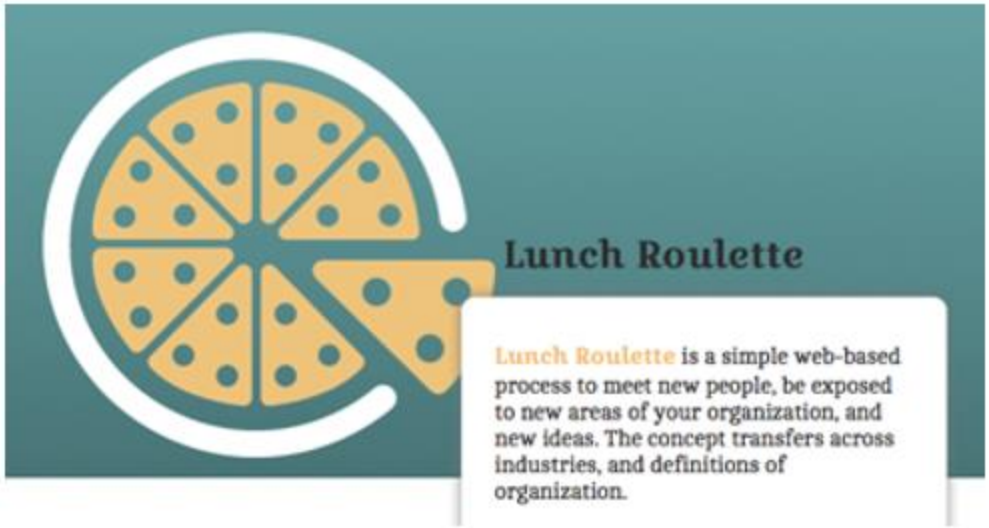


*A lot of times, a CEO only talks with someone who has been prescribed for them. With Lunch Roulette, he doesn't know who he'll be paired with and neither does the other person. Both can learn something from the other. After all, if we don't have people who can learn both up and down, then we have the wrong people in both levels.*

*David Thompson*


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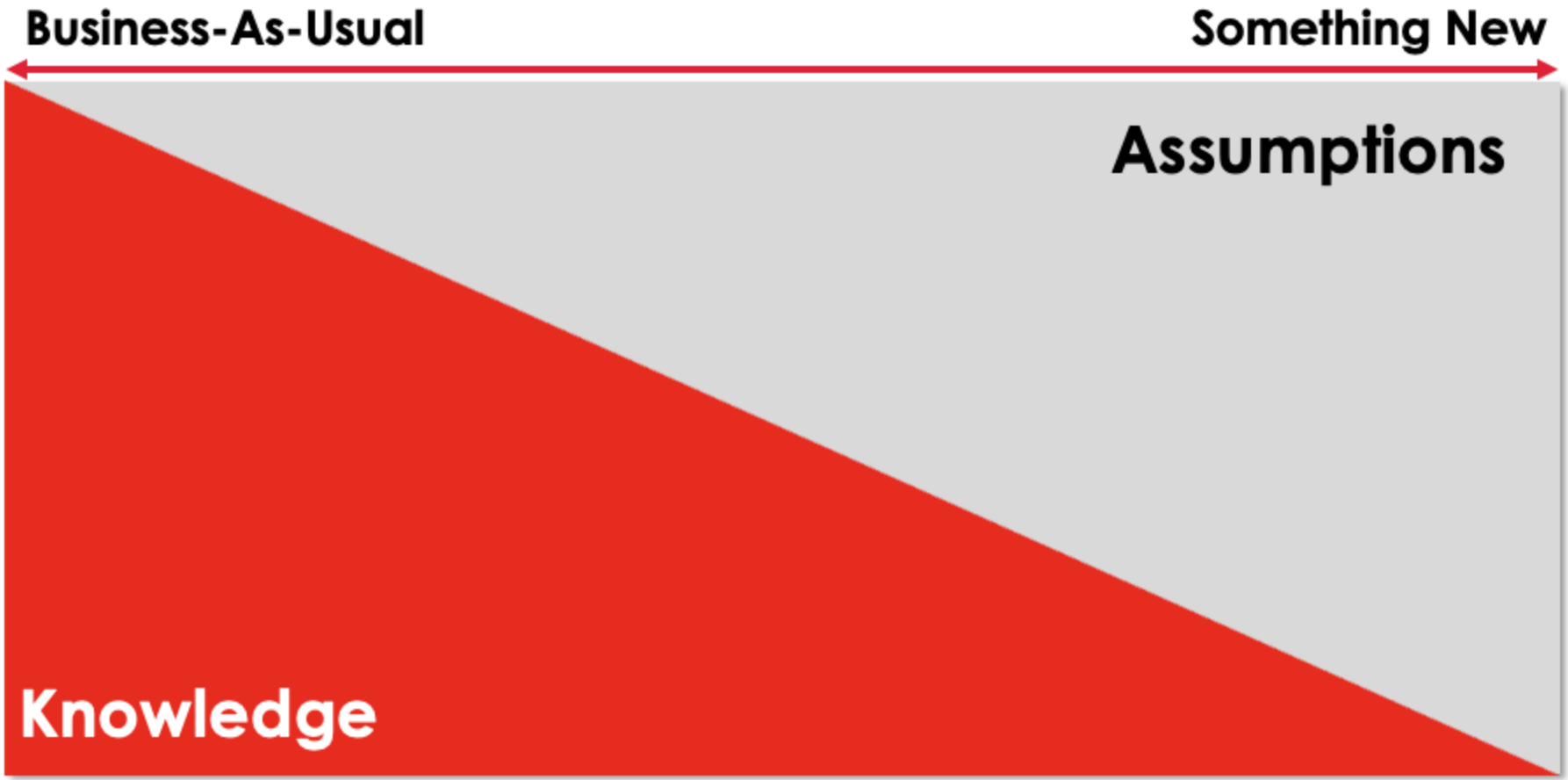



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# ‘Truths’ are Often Assumptions

***Continuously question the status quo***


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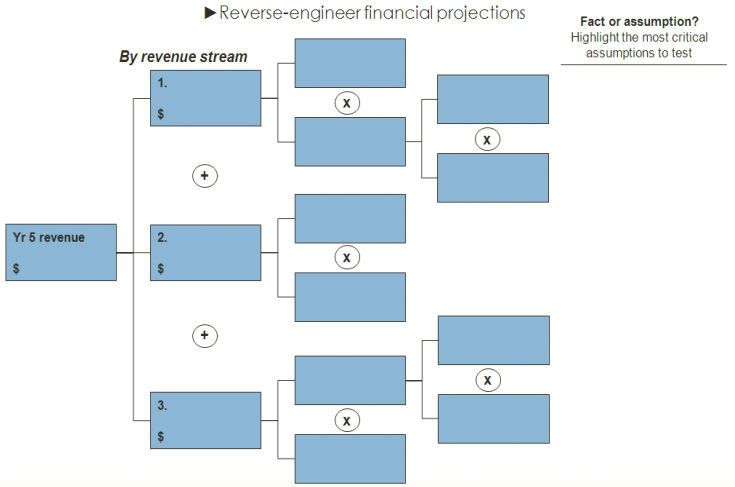
**A Reverse Income Statement (RIS)** surfaces key **operational uncertainties** and pinpoints the most **critical financial assumptions**. It is a good discipline to map out the relationship between key variables, and to identify **weaknesses** and key **strategic uncertainties**.



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# Premortem

Imagine all the reasons your effort could fail, perhaps even spectacularly fail. Think of what caused similar efforts to struggle in the past. Visualizing key risks early helps you to prevent them, while there is still time.

1. We try to do too much and lack appropriate focus
2. We don't execute at the right pace and miss key shifts
3. We fail to align as a group about our strategic priorities
4. We are too internally focused vs. focusing on the market and the customers
5. We analyze things to death
6. We refuse to kill zombies and spread ourselves too thin
7. We think too narrowly and miss big growth opportunities
8. We fail to clearly communicate the strategy and move in discordant directions
9. We underestimate the speed and timing of industry disruptions
10. We play it too safe because we worry about the impact on our big customers


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# *Questions?*

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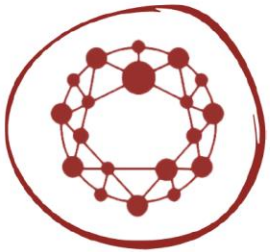
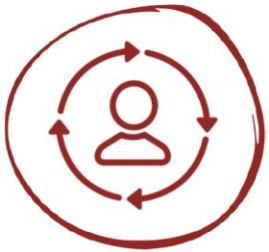


Become Digital to the Core



Embed Ourselves in the Customer Journey

Create a Start-up Culture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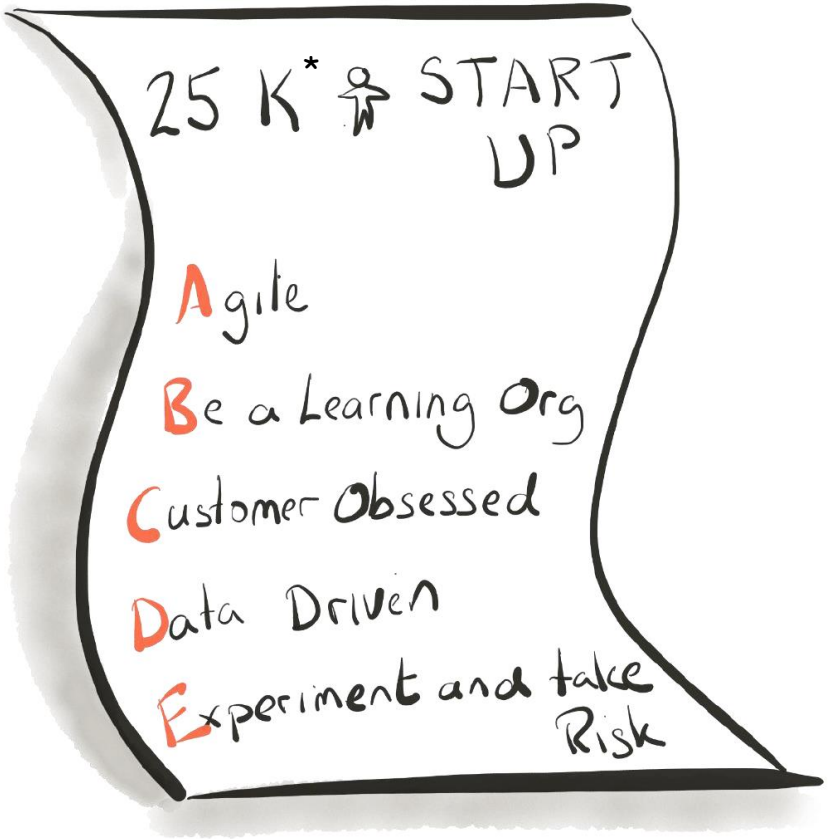


* This doodle is from 2018; it is 28K now


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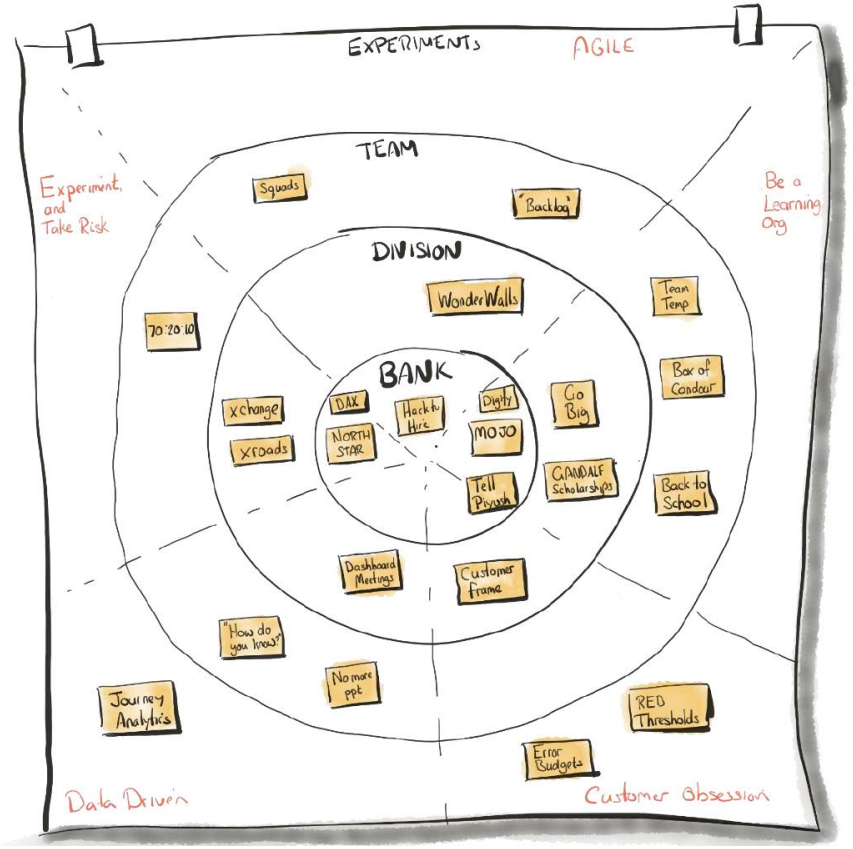



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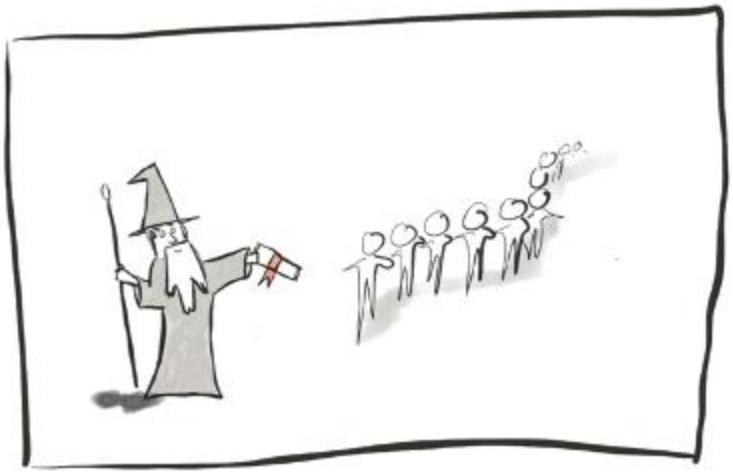
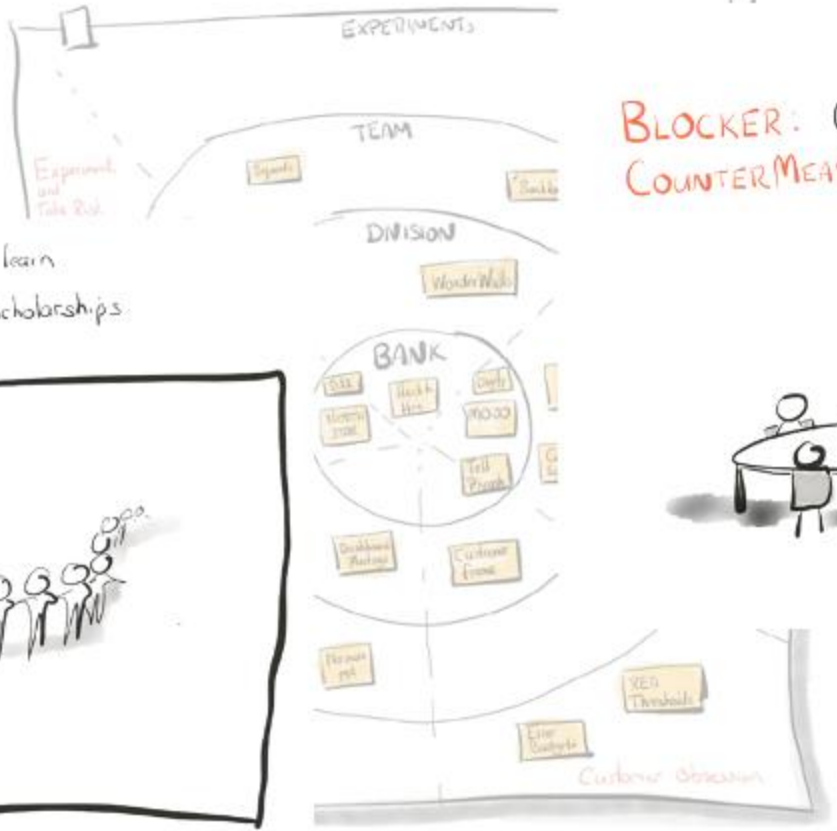
BLOCKER: Our meetings are ineffective
COUNTERMEASURE: Meeting Mojo

BLOCKER An enormous amount to learn
COUNTERMEASURE: Gandalf Scholarships







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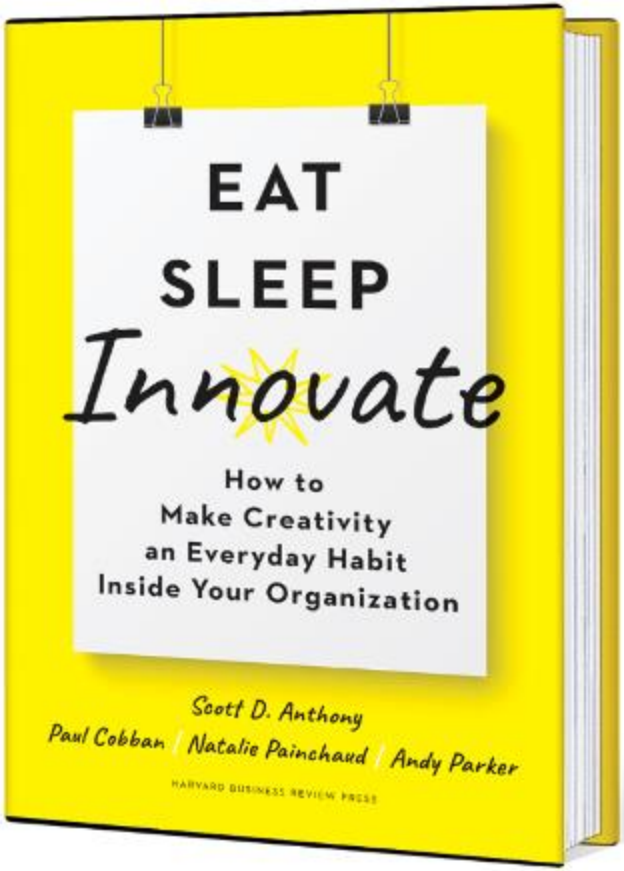


*Nothing will change unless the behavior of your people changes.*

- **Paul Cobban**, *Chief Data and Transformation Officer, DBS*

**#eatsleepinnovate**


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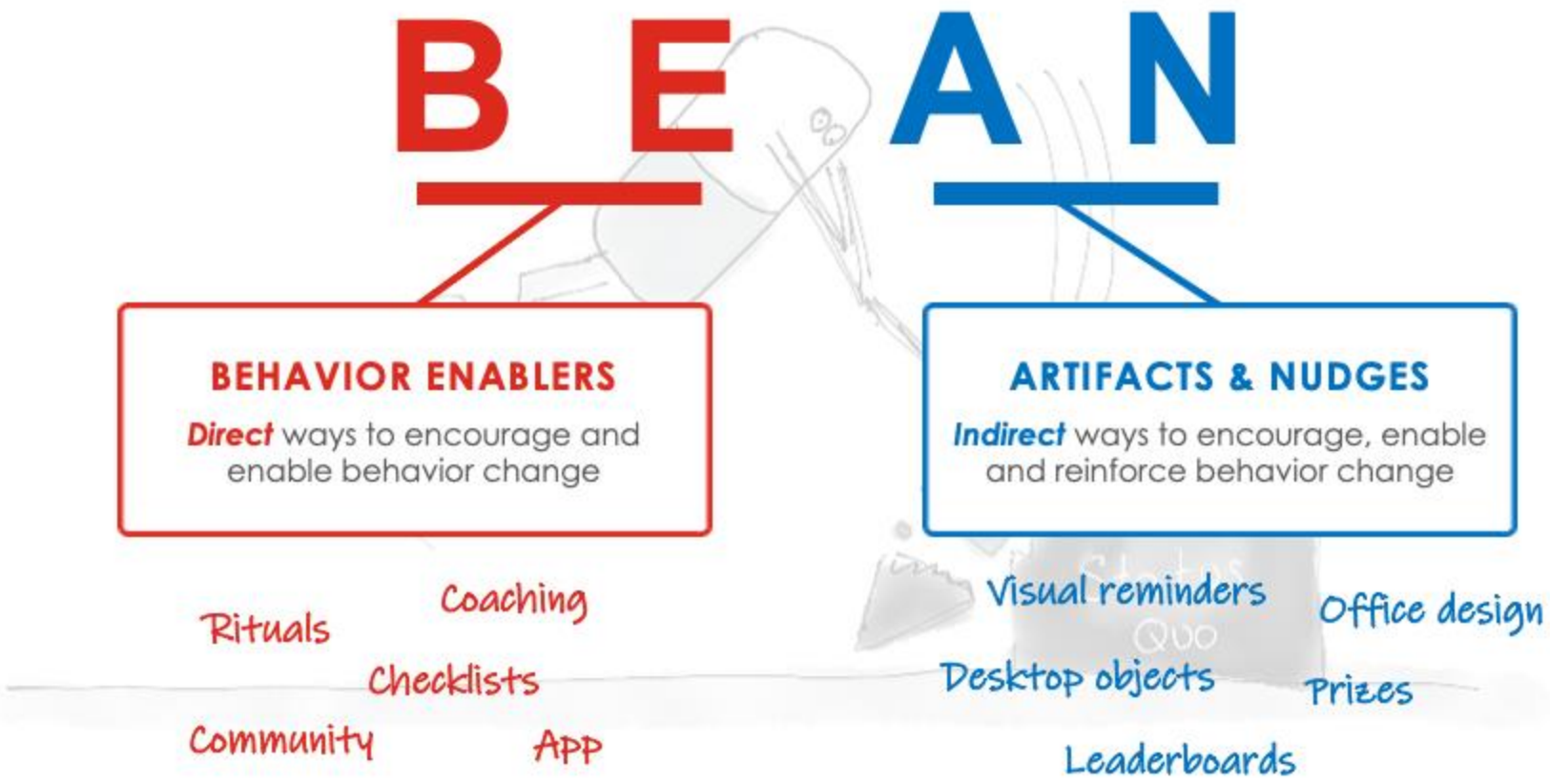



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# Six Tips to Build a BEAN

**BE**

**BEHAVIOR ENABLERS**

***Direct*** ways to encourage and enable behavior change

**ARTIFACTS & NUDGES**

***Indirect*** ways to encourage, enable and reinforce behavior change

**AN**

1. **Be as specific as possible about the problem**
   - *Key prompts: "We aspire to …" "But instead we…"*
2. **Borrow ideas from others (if you get stuck)**
   - *It doesn't have to be original, it just has to work*
3. **Look to connect the BEAN to existing rituals / routines**
   - *The less people need to change, the better*
4. **Keep it simple, fun and memorable**
   - *Consider using a catchy acronym or a metaphor*
5. **Test and track with specific metrics**
   - *Even a rough proxy helps to keep you focused*
6. **Fight systems with systems**
   - *Shape the environment to support BEANs*

https://www.innosight.com/wp-content/uploads/2020/10/Innosight_ESI_Bag-of-BEANs.pdf

# INNOGANDA

| If you want … | Make sure you … |
|---|---|
| Ideas | Create ways to process them |
| Answers | Ask great questions |
| Experiments | Build and stock your labs |
| Risk taking | Celebrate *intelligent* failure |


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## What innovation is, and what it is not

## Five behaviors to encourage to drive innovation

## How to fight the hidden barrier to innovation


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# *Questions?*

"If you want to unleash more creativity in your organization, you can't simply tell people what you want; rather, **you need to create a culture that emboldens them to behave like innovators**. And you need to trust that this is what they want to do."

- **Ed Catmull, Co-founder of Pixar**

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Go do something different
that creates value!