Innovation Sucks!

Time to Think Differently

Alan Watkins and Simon May



Taylor & Francis Group

LONDON AND NEW YORK

Contents

	About the authors	xv
	Acknowledgements	xvii
	Introduction	1
	What is innovation? 3	
	It's time to rethink innovation 4	
	Innovation paradigm shift 6	
PA	ARTI	
Tl	he current approach to innovation	11
1	Traditional 'innovation' & why it fails	13
	The innovation funnel and its origins 13	
	Innovation corrupted! 18	
	The 'why' is missing 18	
	Poor support for innovation within the organisation 21	
	A pre-occupation with process over outcome 23	
	Defensive thinking bias 31	
	Thinking/doing is out of balance 33	
	Insufficient focus on the 'valley of death' 35	
	But our innovation is not failing 44	
2	Focusing on the problem may be the problem	47
	Quality of our minds 48	
	4D leadership 51	
	Solution over problem 53	

	PART II The impeller approach unpacked 59				
3	Start with the solution	61			
	An impeller approach 62				
	Starting at the solution 62				
	The bee 64				
	The meadow of experts 64				
	Entrepreneur 61				
	A stand-alone delivery /commercialisation vehicle 68				
	Lever 1: Sales and profit growth 71				
	Lever 2: Sales and marketing process 71				
	Lever 3: Go To Market (GTM) proposition 72				
	Lever 4: Management quality 72				
	Lever 5: Client relationships 73				
	Lever 6: Quality of income 74				
	Lever 7; Intellectual property (IP) 74				
	Lever 8: 'Key person' loyalty 74				
	How it all comes together 75				
	The bees' honeycomb — the output 77				
	Advantages and benefits of impeller innovation 77				
4	The role of the bee	80			
	The evolution of anything 81				
	Emergence (generalist) 82				
	Differentiation (expert) 82				
	Integration (polymath integrator or bee) 85				
	Harvesting and convolving knowledge 87				
	Types of bees and their output 90				
	The Magnitude, Periodicity and Holistic (MPH) model 90				
	Meta 91				
	Macro 91				
	Micro 91				
	Past 92				
	Present 92				
	Projected 92				
	Heart 93				
	Head 93				
	Hands 93				
	The bees are coming 93				
	The influx of Millennials into the workforce 95				
	The acceleration of Artificial Intelligence (Al) 97				

	Shifting work practises 101	
	Increased diversity 102	
	The failure of leadership in a post-truth world 107	
	The dual nature of cutting-edge green leadership 109	
	Reasons to be cheerful 111	
5	How to identify and create more bees	115
	Attributes of a bee 116	
	Bees are connectors, mavens and 'salespeople' 117	
	Bees are effective communicators 118	
	Bees trust their intuition 121	
	Completely curious and voracious harvesters of knowledge 122	
	Bees are disruptively creative 122	
	The mind of a bee 123	
	How to identify a bee 124	
	Network analysis 124	
	How to help a bee fly 125	
6	Other players in the innovation system	127
	Research and Development (R&D) 127	
	Government 128	
	Private sector organisations 129	
	A word on corporate venture capital (CVC) 130	
	Analysts 132	
	Designers 133	
	Innovation teams that work 135	
7	Getting to market	139
	Triple chasm model 139	
	How the impeller approach can help to cross the chasms 142	
	Crossing the prototype chasm 143	
	Crossing the commercialisation chasm 144	
	Crossing the scalability chasm 151	
8	Sale or scale to sustainable growth	153
	The Rainmaking solution 154	
	A word on sustainable growth 156	
	Conventional growth 156	
	Leveraged growth 158	

VIV	Contents	٠

9

Transactional growth / 58

In conclusion 169

Index

66

170