MASTERCLASS:
INNOVATION AS A CAREER PATH
SEPTEMBER 10
1:00pm to 2:00pm
THE NEED FOR INNOVATION
AS A CAREER PATH:
“HEY HR, CAN WE GET A LITTLE HELP HERE?”

Gina Colarelli O’Connor
Andrew C. Corbett
DEFINING BREAKTHROUGH/STRATEGIC INNOVATION

Low Uncertainty

Incremental Innovation
New Product Development

Evolutionary or Adjacent Innovation

Breakthrough, Gamechanging, Disruptive, Radical, Transformational Innovation

High Uncertainty

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With respect to succeeding at breakthrough innovation in large organizations, which of the following is the biggest impediment?

A. Not understanding the *science or technology* needed to create breakthrough new products, services, or business models

B. Not understanding the *markets or new customer* spaces who might desire our potential breakthroughs

C. Not having or allocating the *proper resources* (finance, skills, partners) to bring breakthrough innovations forward

D. Not being able to manage the *organizational resistance, bureaucracy and fit* issues necessary to create a new business from a potential breakthrough innovation
TECHNOLOGY UNCERTAINTY
MARKET UNCERTAINTY

RESOURCE UNCERTAINTY
ORGANIZATIONAL UNCERTAINTY
MANAGEMENT SYSTEMS FOR BREAKTHROUGH INNOVATION

Mandate/Scope

System Resources

Leadership/Culture

Org. Structure/Interfaces

Skills/Talent Development

Governance/Decision Making

Processes/Tools

Metrics/Rewards

System Resources

Mandate/Scope
NOT JUST ONE COMPETENCY....BUT 3

Discovery
Creation, recognition, elaboration, articulation of opportunities.

Incubation
Evolving the opportunity into a business proposition

Acceleration
Ramping up the business to stand on its own

Conceptualization
- Basic Research
- Internal Hunting
- External Hunting/License/Purchase/Invest

Experimentation
- Technical
- Market Learning
- Market Creation
- Strategic domains

Commercialization
- Focus
- Respond
- Invest
With respect to innovation and personnel, which issue do you struggle with most?

A. **ROLES:** figuring out who should do what!

B. **SELECTION:** I have a sense of what we need but can’t find the right talent

C. **DEVELOPMENT:** helping train, develop and retain our people for innovation roles beyond R&D and incremental innovation

D. **WHAT?:** we haven’t really been able to think about any of this or move this forward yet!
THE SEEMINGLY OBVIOUS PATH

Sr. Mgr. → Mid Mgr → Jr.

Disc - Inc’n - Acc
### "WE’RE PUTTING THEM IN MONSTROUS ROLES"

<table>
<thead>
<tr>
<th>Portfolio Level</th>
<th>Discovery</th>
<th>Incubation</th>
<th>Acceleration</th>
</tr>
</thead>
<tbody>
<tr>
<td>VP, Business Dev &amp; Mktg</td>
<td>Corp VP, Strategy &amp; Business Development</td>
<td>Chief Marketing Officer for one Biz Unit</td>
<td></td>
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<tr>
<td>Group Sr VP-New Business and Platforms</td>
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<td></td>
<td></td>
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<tr>
<td>Director, Enterprise Adv Mktg</td>
<td></td>
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</tr>
<tr>
<td><strong>Domain Level</strong></td>
<td>Directory, NBD, R&amp;D</td>
<td>Director, Strategic Marketing for one Biz Unit</td>
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<tr>
<td>Dir: Rethinking Decentralized Water Treatment</td>
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<tr>
<td><strong>Opportunity Level</strong></td>
<td>Strategic Innovator</td>
<td>Prog Mgr + R&amp;D team</td>
<td></td>
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<tr>
<td>Discovery: RDWT</td>
<td>Incubation: RDWT</td>
<td>Growth &amp; Innovation Group</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Innovation Opp’y Mgrs (5)</td>
<td></td>
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## INNOVATION ROLE-RELATED CHALLENGES

<table>
<thead>
<tr>
<th>Role Definition</th>
<th>Selection</th>
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<tbody>
<tr>
<td>Role Legitimacy</td>
<td>Subject Matter or NBC Expertise?</td>
</tr>
<tr>
<td>Role Definition vs Capability of Occupant</td>
<td>Jr. vs Mid-Career?</td>
</tr>
<tr>
<td>Role Clarity/Role Ambiguity</td>
<td>Team Composition?</td>
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<tr>
<td>Responsibility Expansion</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Development</th>
<th>Institutionalization</th>
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<tbody>
<tr>
<td>Performance (Mis) Measurement</td>
<td>Not embedded in HR’s systems. Exception rather than the rule.</td>
</tr>
<tr>
<td>Severe Career Risk</td>
<td></td>
</tr>
<tr>
<td>Career Paths for Innovation Experts D→I→A vs Hierarchical distinctions.</td>
<td>Lack of Systems Approach to Innovation Roles</td>
</tr>
</tbody>
</table>
REMEMBER, INNOVATION IS MORE THAN 1 CAPABILITY

DISTINCT ROLES

Functional
- Discovery
- Incubation
- Acceleration

Support
- Coaches
- Process Excellence
- Orchestrator

Leadership
- Chief Innovation Officer
- Portfolio Leaders
- Domain Leaders
Hierarchy does not mean bureaucracy

Counter-intuitive but needed
  - gig economy;
  - Hollywood model;
  - task teams

All firms have it; even if you say you don’t
TWO WAYS TO LEARN MORE

Attend Gina O’Connor’s Session

Innovation Leader Impact 2019
October 23, 11-12PM
Innovation as a Career Path: “Hey HR, Can We Get a Little Help Here?”

Come to Babson College

Building a Capability for Breakthrough Innovation
October 29-30, 2019
babson.edu/bee/innovation
What’s Next for Innovation Leader

Our Upcoming Master Classes:
  How to Uncover Breakthrough Innovations using Insights
  November 6, 2019 at 1:00pm

Our Next In-Person Event:
  Boston Field Study
  September 19-20

  Impact 2019
  October 22-24, 2019 in San Francisco

For more information visit innovationleader.com