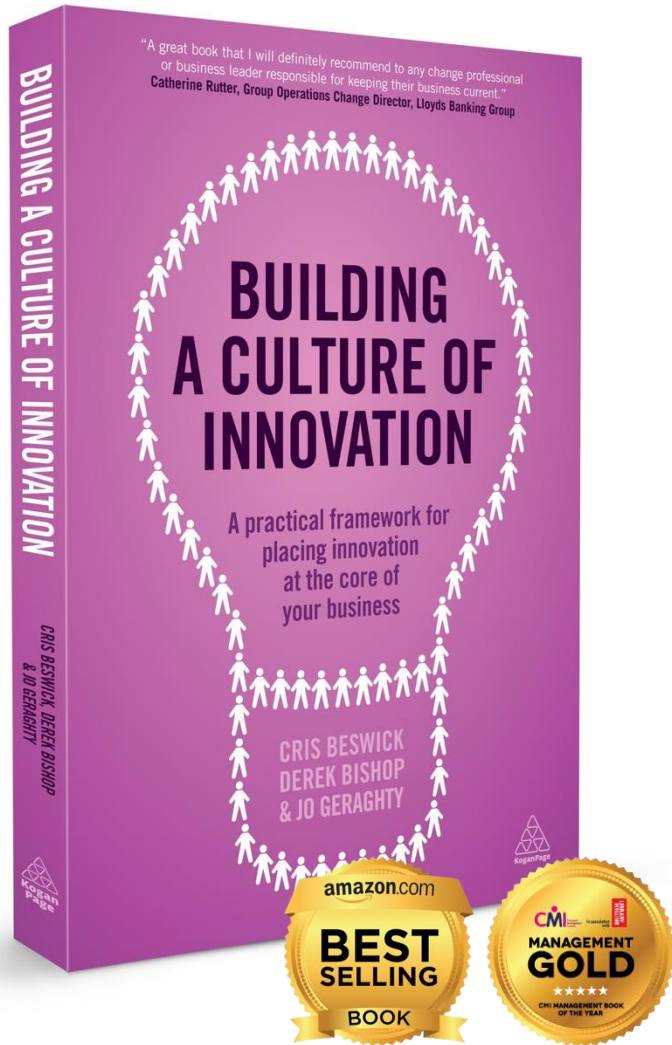


# WHY STRATEGY, LEADERSHIP AND CULTURE SHOULD EAT BREAKFAST TOGETHER!

*Cris Beswick*





*"I found the book to be one of the few that look at life as it is today – too many management books still look backwards. All the examples quoted are current and the topic is definitely the number one issue facing all business areas today. A great book that I will definitely recommend to any change professional or business leader responsible for keeping their business current."*

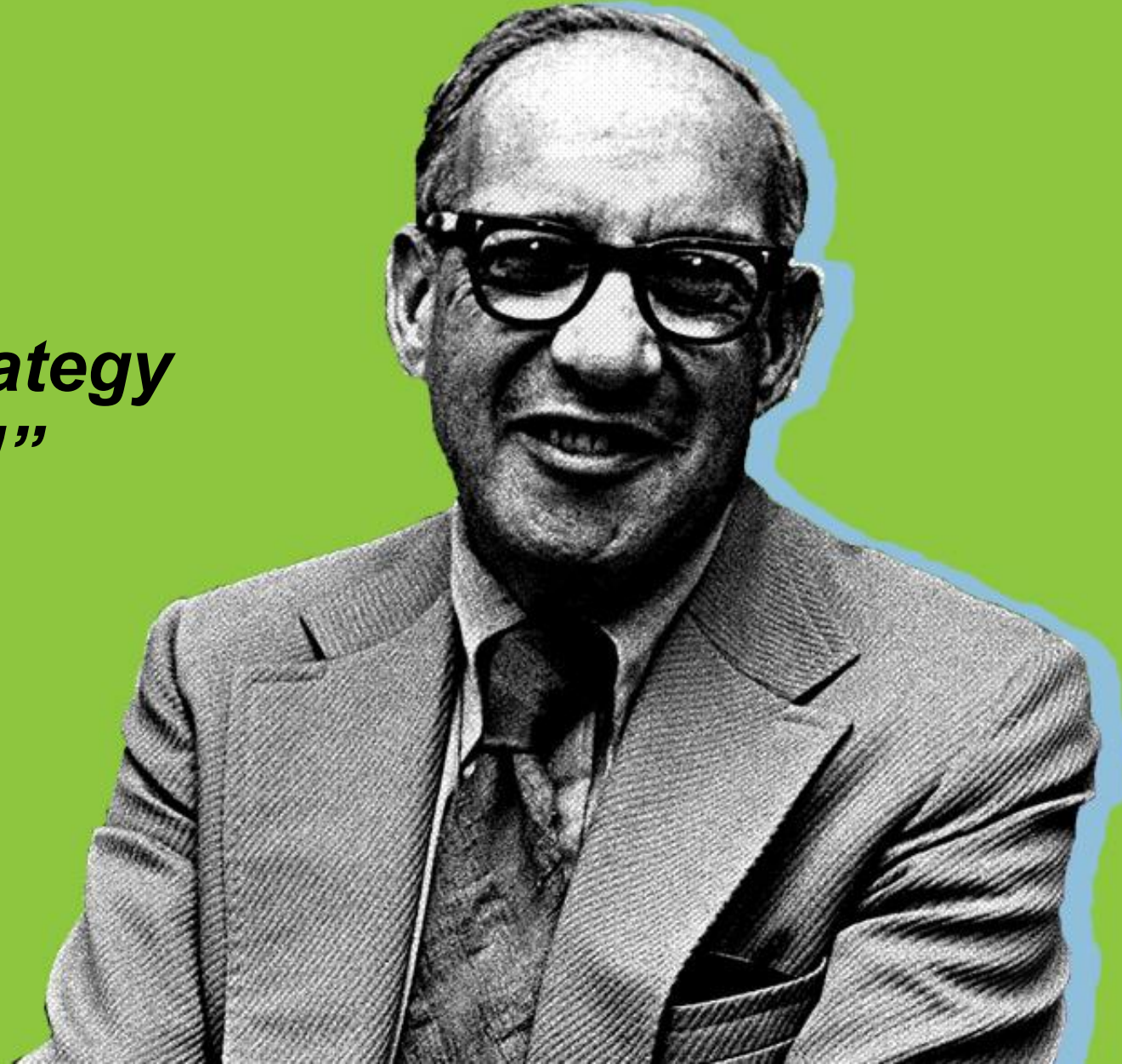
**Catherine Rutter**

Group Operations Change Director, Lloyds Banking Group

*Cris Beswick*

***“Culture eats strategy  
for breakfast!”***

**Peter Drucker**



*Cris Beswick*

LEHMAN BROTHERS

ONE WAY

ONE WAY

ONE WAY

SEP 15

*Cris Beswick*



*Cris Beswick*



88% of the original Fortune 500 have disappeared!

# FORTUNE

JUNE 15, 2017

FORTUNE.COM



*Cris Beswick*

# Billion-dollar start-ups are everywhere



**SNAPCHAT**

5 years old

\$22 billion



**SLACK**

3 years old

\$3.8 billion



**THE HONEST COMPANY**

5 years old

\$1.7 billion



**JET**

2 years old

Bought by Walmart for \$3 billion



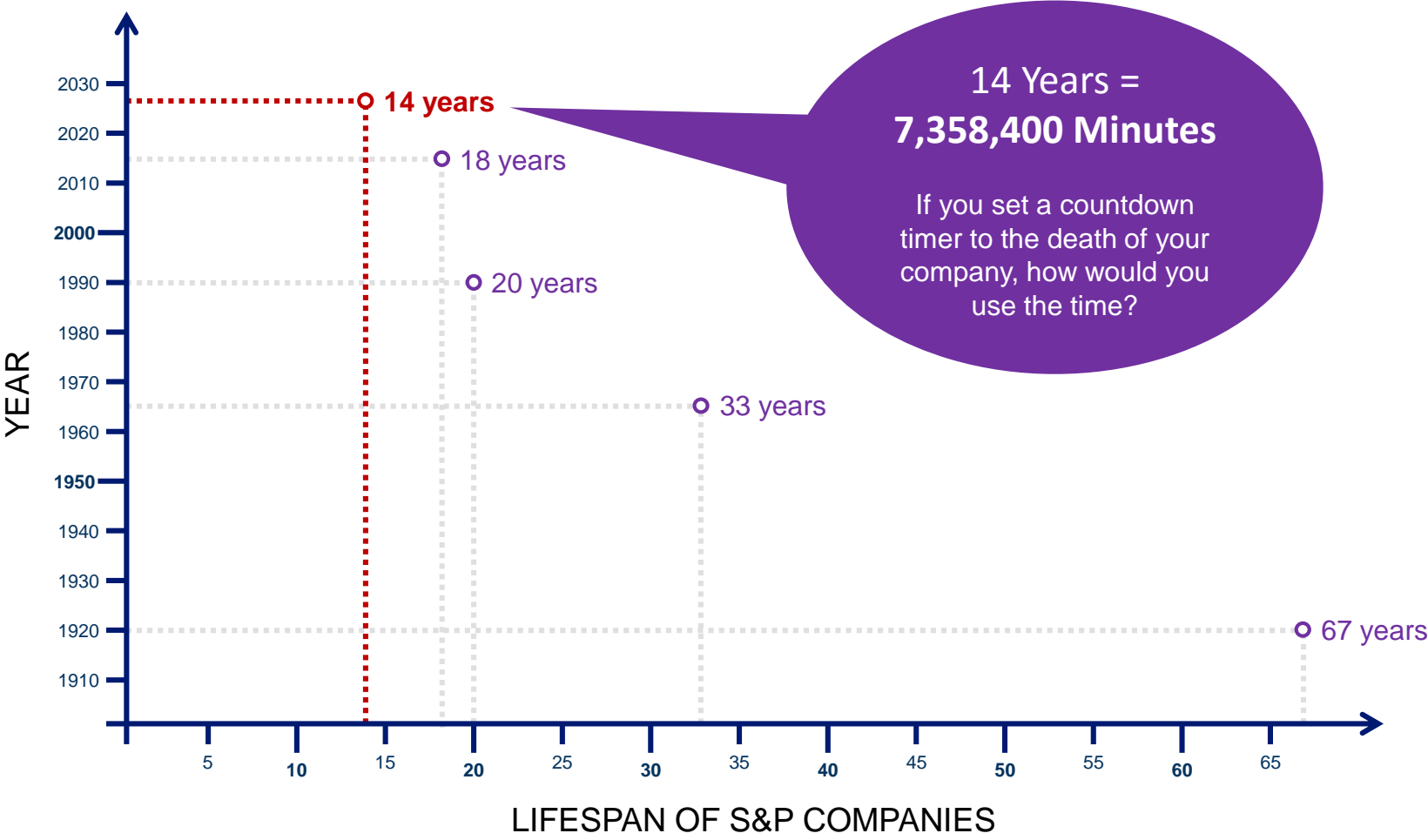
**DOLLAR SHAVE CLUB**

5 years old

Bought by Unilever for \$1 billion

# The future will be created by next generation companies

By 2027, 75% of the S&P 500 will be companies we haven't heard of yet!







# VUCA

VOLATILE

UNCERTAIN

COMPLEX

AMBIGUOUS

## Windows

Windows crashed again. I am the Blue Screen of Death. No one hears your screams.

- \* Press any key to terminate the application.
- \* Press CTRL+ALT+DEL again to restart your computer. You will lose any unsaved data in all applications.

Press any key to continue \_

1. *Is every component **designed** to work together?*
2. *Is every element **designed** to win?*
3. *Is it **designed** to be beautiful?*



***“What matters most  
in life is passion!”***

**Enzo Ferrari**

*Cris Beswick*



***“I believe every organisation can become exceptional by putting innovation at the heart of what they do!”***

*Cris Beswick*

*Cris Beswick*

# Theatre is dead; Innovation is now THE priority

**72%**

of CEOs admit their companies are too reliant on fading revenue streams.

*“WHO’S CONFIDENT OF THEIR ABILITY TO CHANGE THEIR INDUSTRY?”*

**75%**

of CEOs say fast-changing market conditions are forcing companies to reinvent themselves quicker than ever before.

**93%**

of CEOs say their long-term success is dependent on their ability to innovate.

*“WHO’S HAPPY WITH THEIR ORGS INNOVATION EFFORTS?”*

# Building the capability for innovation is now key!

**93%**

*of CEOs say their long-term success is dependent on their ability to innovate.*

Accenture  
2014 – Why  
Low Risk  
Innovation is  
Costly

**79%**

*of CEOs say innovation is now a top 3 priority.*

Boston  
Consulting  
Group 2015 –  
The most  
innovative  
companies 2015

**22%**

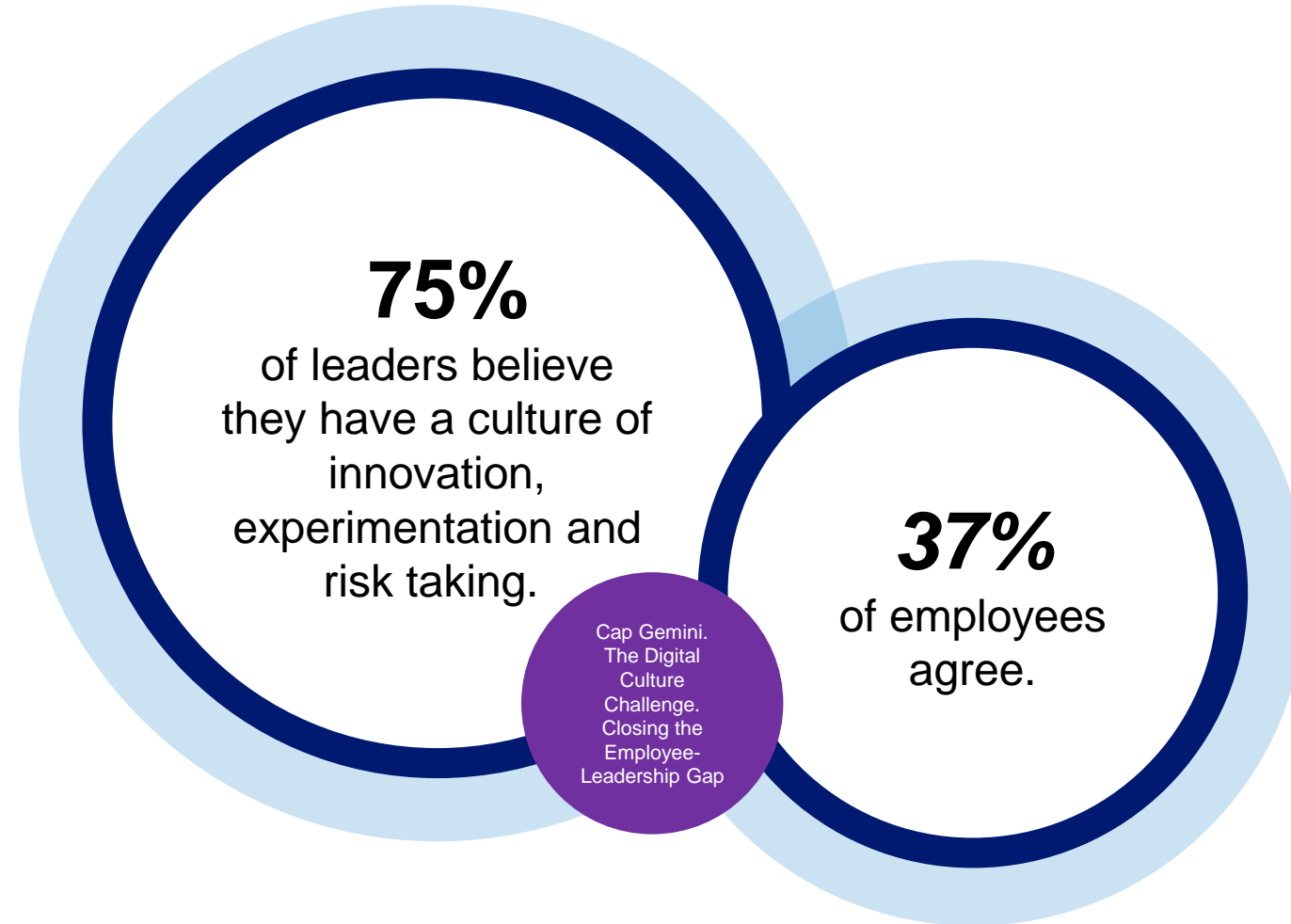
*of CEOs say that innovation is the number 1 priority.*

**71%**

*of senior executives say they are now putting innovation at the heart of their culture.*

PA Consulting  
2015 - Innovation  
As Unusual;  
Innovation is a  
culture and it  
starts at the top

# BUT! Here's the inconvenient truth!





# Overcoming innovation barriers

STRATEGY  
LEADERSHIP  
-----  
CULTURE

**53%**

*of leaders say their board often talks about innovation, but nobody seems clear what it means.*

**56%**

*of leaders say they are unclear on how to think about innovation strategically.*

**33%**

*of leaders say they are unclear about their innovation leadership responsibilities.*

**41%**

*of leaders say they are unclear how to define the desired outcomes of innovation.*

**66%**

*of leaders say their organisational structure makes it difficult to share knowledge and understanding.*

**59%**

*of leaders see bureaucracy as stopping innovative ideas before they reach fruition.*

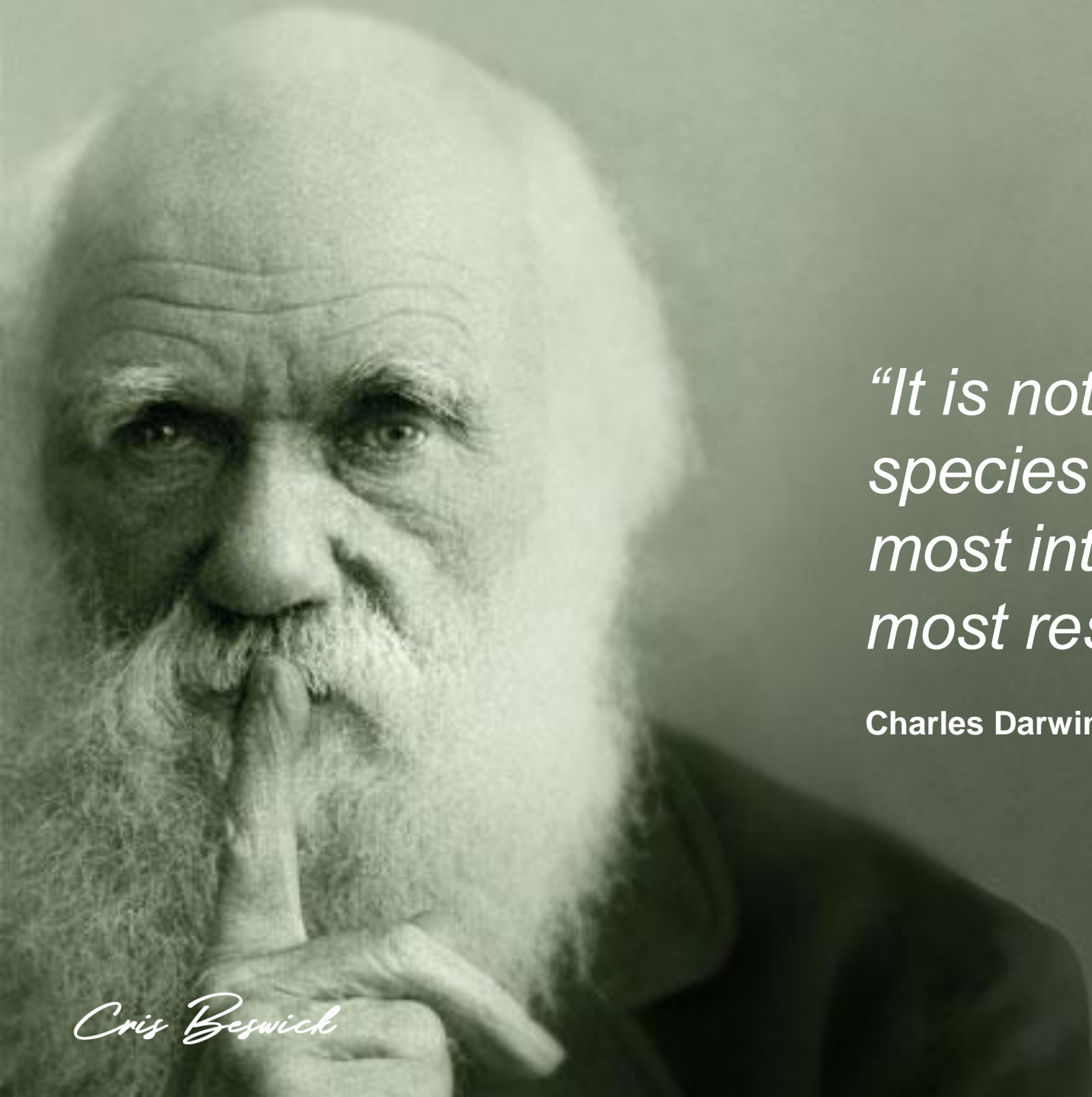
**60%**

*of leaders admit their leadership team fails to understand their customers.*

**61%**

*of leaders claim innovation is difficult because most people in their organisation think in the same way.*

# Strategy | Leadership | Culture



*“It is not the strongest of species that survives, nor the most intelligent, but the one most responsive to change.”*

Charles Darwin

# In a VUCA world, innovation strategy is really hypothesis

## HYPOTHESIS

noun: hɪ'pɒθɪsɪs/

*A supposition or proposed explanation made on the basis of limited evidence as a starting point for further investigation.*

# Innovation is about asking for ideas right? Wrong!

**Customers**

*“This is really painful”*

**vs...**

**You**

Delightful Pain Relievers  
& Unexpected Gain Creators

# Understanding the different types of innovation

"THERE ARE NO  
EXAMPLES OF 10X BY  
DESIGN!"

**INCREMENTAL  
INNOVATION**  
(also known as  
*continuous improvement*)

- Operational efficiency
- Internal focus
- Small scale
- Low/no cost
- Low risk
- Organisation-wide
  
- Continuous
- Low impact

**DIFFERENTIATED  
INNOVATION**  
(needs articulating  
*in your language*)

- **Competitive advantage**
- **Customer focus**
- **Medium scale**
- **Justifiable cost**
- **Low/medium risk**
- **Multiple teams**
  
- **Frequent**
- **Significant impact**

**RADICAL  
INNOVATION**  
(also known as  
*disruptive innovation*)

- Game-changing
- Strategic focus
- Large scale
- High cost
- High risk
- Senior team
  
- Infrequent
- High impact

# Defining innovation

## INVENTION

**Invent**, verb: /In'vent/

*Create or design (something that has not existed before);*

*“The process of introducing something new or different...*

**1. Is it Interesting?**

---

*in order to solve a problem,  
add value for the customer,  
& drive growth for the creator.”*

**2. Is it Pain relieving?**

**3. Is it Gain creating?**

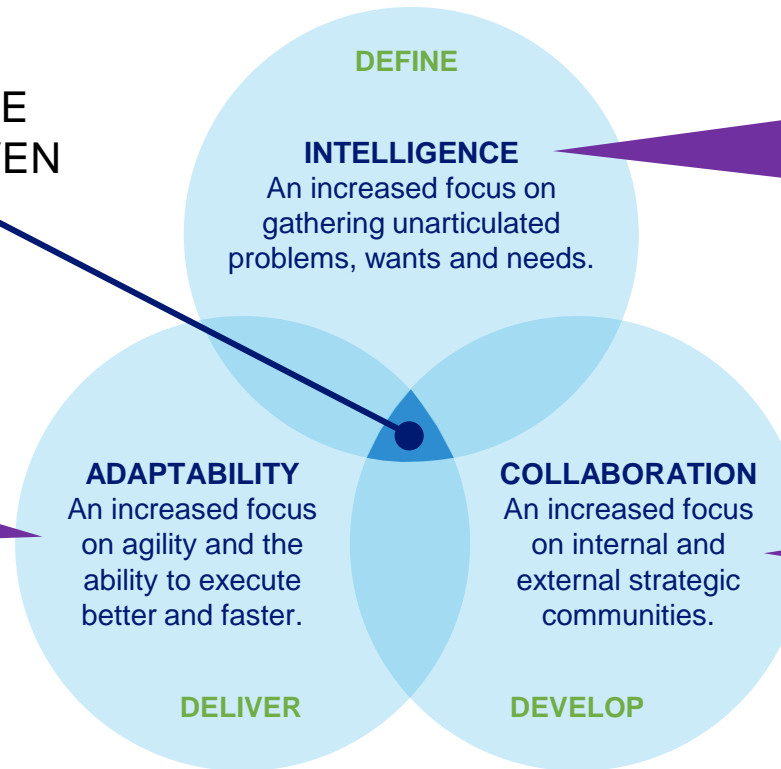
**4. Is it Doable really well?**

## INNOVATION

**Innovate**, verb: in·no·vate \i-nə-ˌvāt\

# Designing organisations that can shape the future

COMPETITIVE ADVANTAGE  
THROUGH OUTCOME-DRIVEN  
INNOVATION



*"In order to know more about the world, influence people, create opportunities, shape markets, change the game and lead the way."*

**The problem?**  
60% of major business leaders admit their senior teams fail to understand their customers.

*"In order to move faster in the face of uncertain, complex and changing markets and stay more relevant than the competition."*

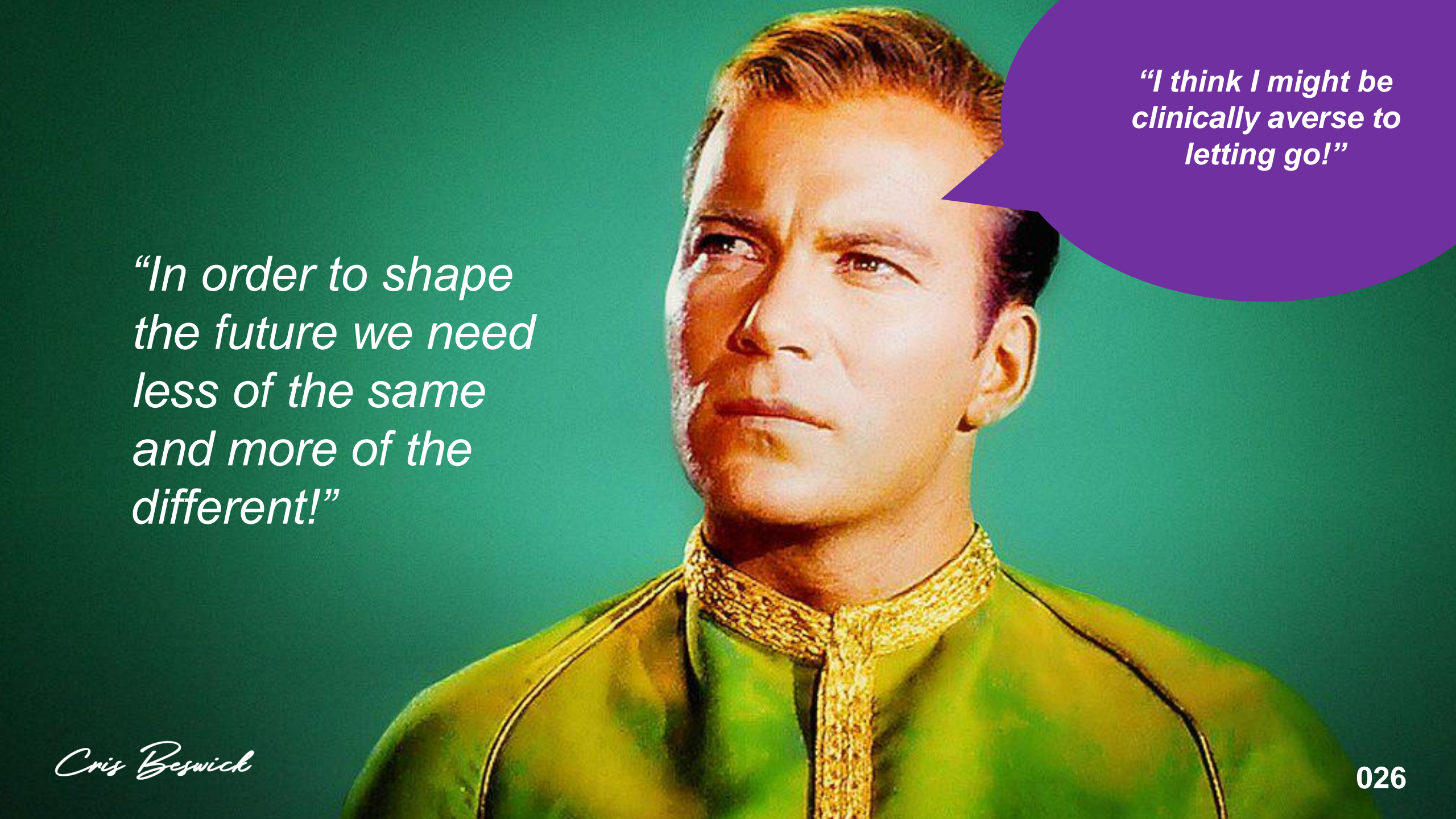
**The problem?**  
68% of corporates take just as long to innovate and get solutions to market now as they did five years ago.

*"In order to build powerful connections that drive the co-creation of new business models, solutions and experiences."*

**The problem?**  
66% of major business leaders claim their current organisational structure makes it difficult to share knowledge and understanding.



# Strategy | **Leadership** | Culture



*“In order to shape  
the future we need  
less of the same  
and more of the  
different!”*

*“I think I might be  
clinically averse to  
letting go!”*

*Cris Beswick*



Purpose...

*"I have a dream!"*

Martin Luther King

*Cris Beswick*



## Purpose...

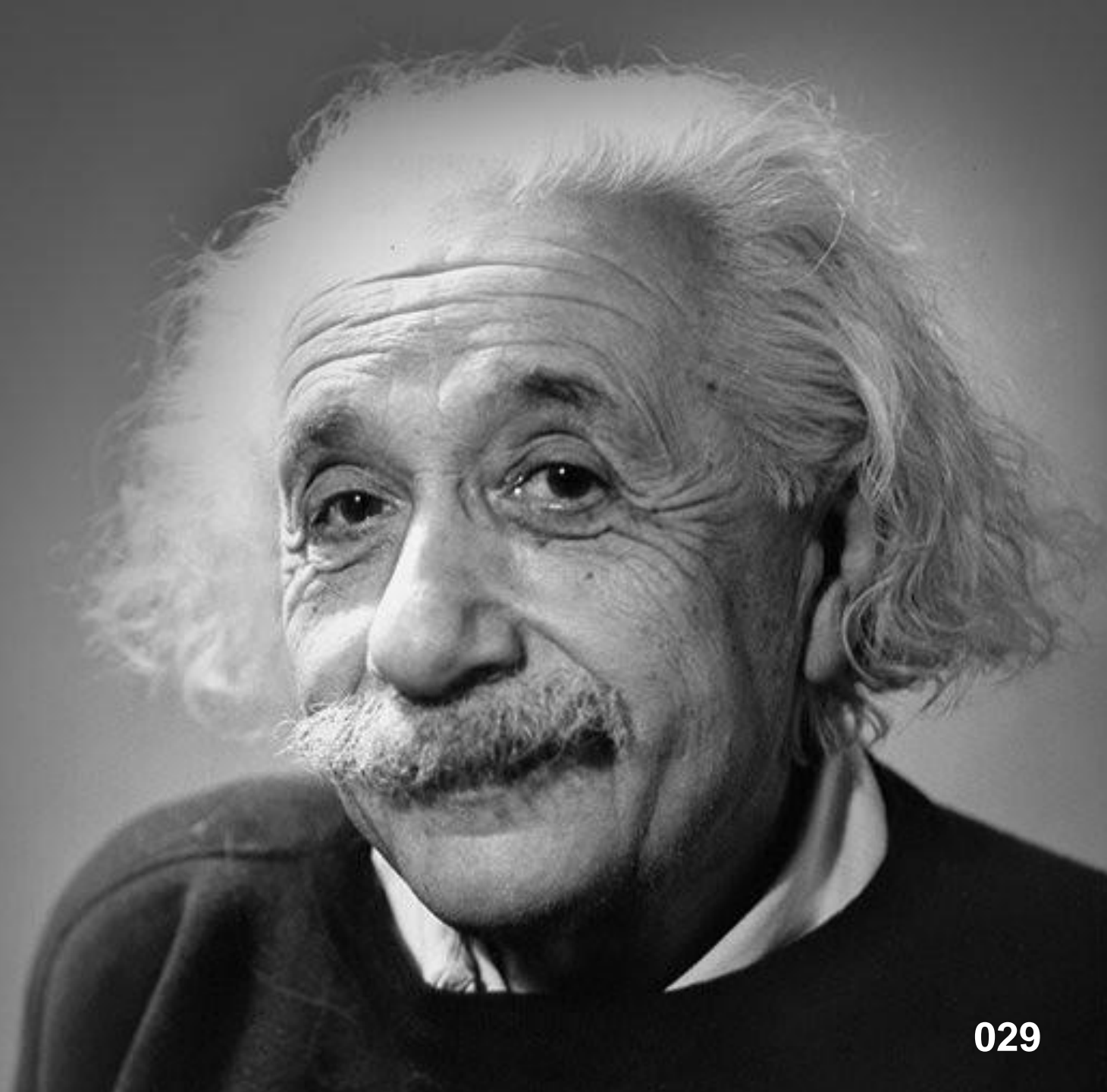
*“Our goal is to have customer service that is not just the BEST... but LEGENDARY”*

Sam Walton

## Creativity...

*“We cannot solve problems by using the same kind of thinking we used when we created them.”*

Albert Einstein



## Creativity...

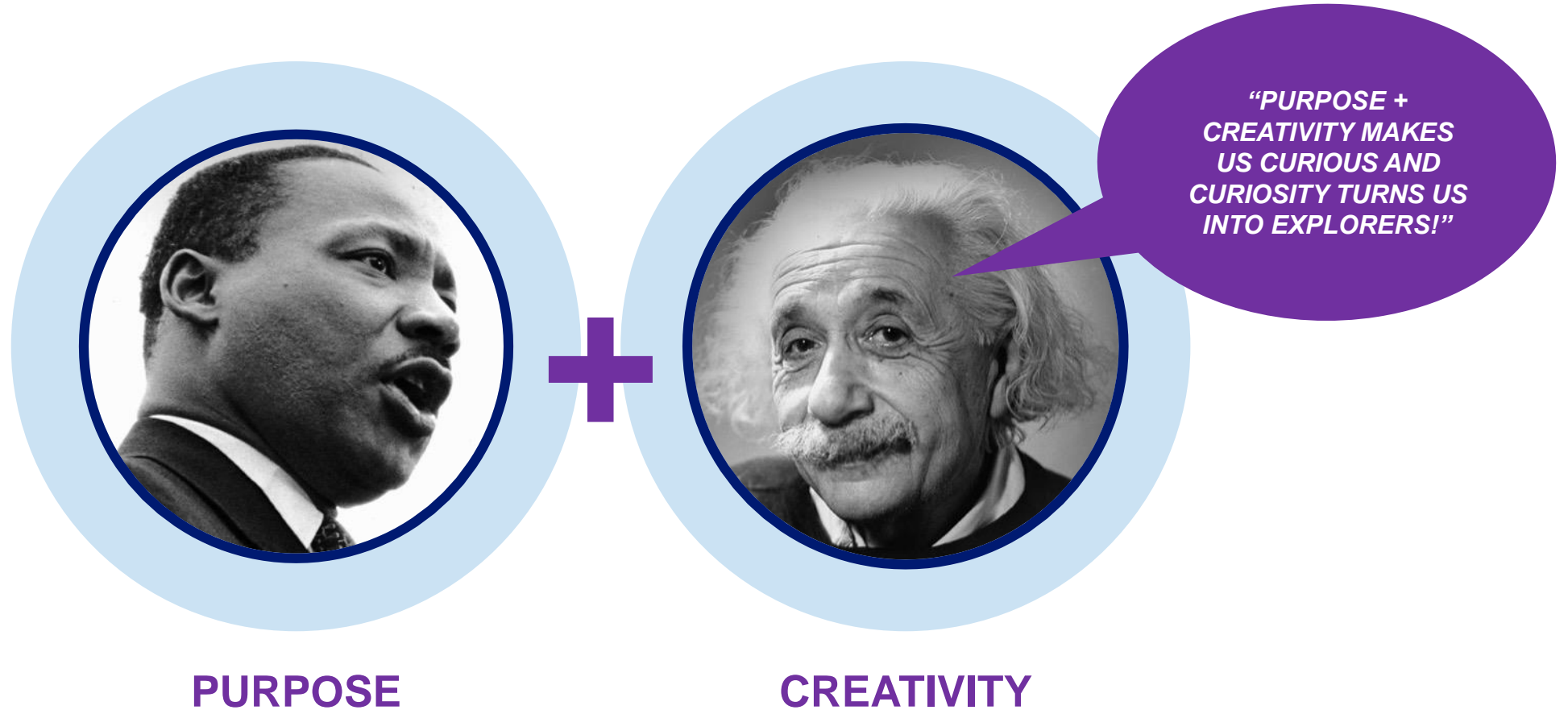
*“About 60% of CEOs say creativity is the No1 leadership quality to succeed today and in the future.”*

IBM Capitalizing on Complexity Study

*Cris Beswick*



# Innovation leaders need to be a little bit more Martin Luther King plus a little bit more Einstein?





**VUCA**

**VISIONARY  
UNBOUNDED  
CREATIVE  
AMBITIOUS**

*Cris Beswick*



# Strategy | Leadership | **Culture**

It's not all about us, it's all about them



*Cris Beswick*

034



*“Leaders start with  
the customer and  
work backwards.”*

**Jeff Bezos**

*Cris Beswick*

**Give them a purpose then give  
them the tools they need!**

**“PEOPLE THAT  
CARE ABOUT WHAT  
THEY’RE DOING GO  
ALL THE WAY!”**



*Cris Beswick*

A man with short brown hair and a light blue shirt is shown from the chest up. He has a wide-eyed, shocked expression with his mouth covered by both hands. The background is a plain, light-colored wall.

***Risk?***

***Fear!***

*“Healthy growth requires a smattering of intrapreneurs who drive new projects and explore new and unexpected directions for business development.”*

Sir Richard Branson

*Cris Beswick*



# Intrapreneurship

*In.tr.a.pre.neur.ship (n)*

*1. Successful adaptation of entrepreneurial attitudes and strategies inside a bureaucratic organisation. 2. Implementation of start-up practices within a large organisation, producing valued innovation.*



**Generation Z  
are coming!**

*Cris Beswick*





**“Strategy, leadership & culture should eat breakfast together!”**

*Cris Beswick*

*Cris Beswick*

# How will you shape the future?



cris@crisbeswick.com



crisbeswick.com



@CrisBeswick



in/crisbeswick



crisbeswick



thefutureshapers.com

