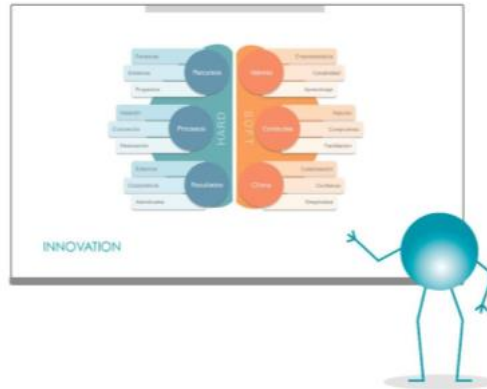
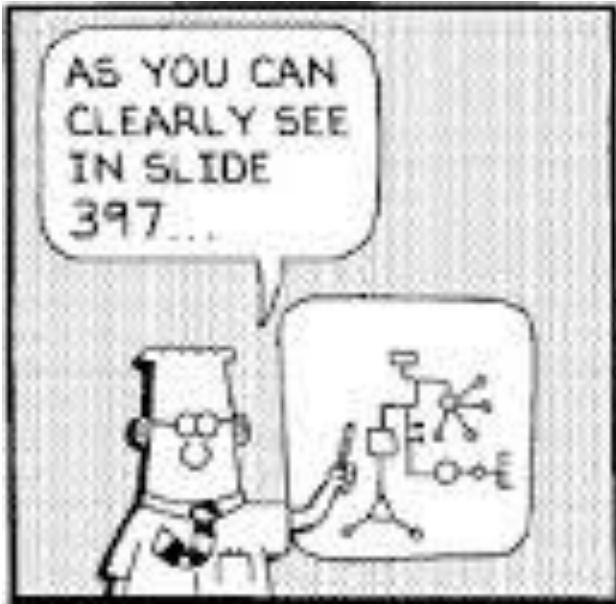


TALENTO y ESTRATEGIA

¿Por qué cuando hablamos de innovación nos olvidamos de las personas?

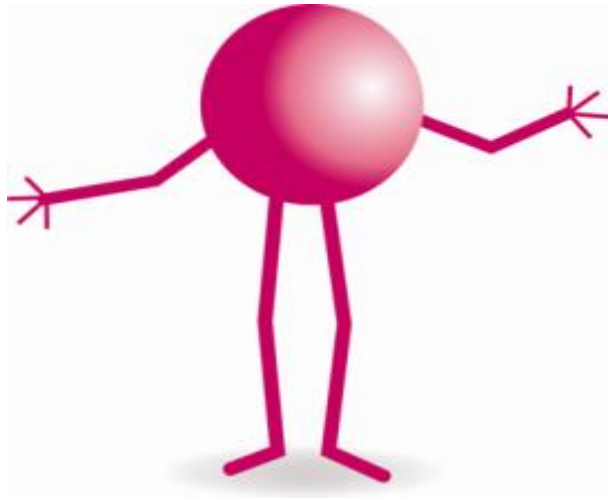




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Mi Foco



Un enfoque práctico para crear
una cultura innovadora



Innovación 2.0

¿Por qué cuando hablamos
de innovación nos olvidamos
de las personas?

Jay Rao
Fran Chuán

 **PROFIT**
editorial





Mi Foco



PERSONAS

TALENTO



Érase una vez ...



2005





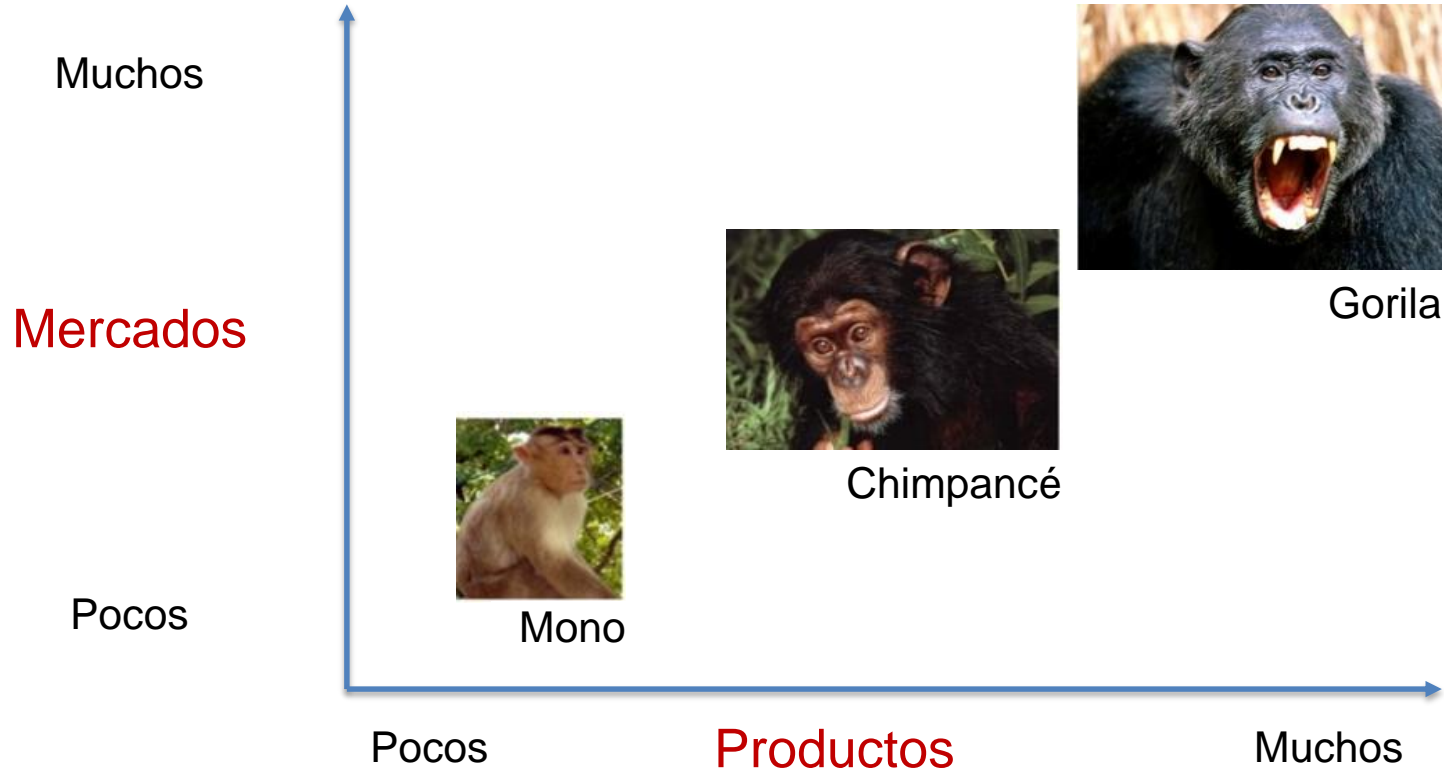
Erases una vez ...



Prof. Jay Rao

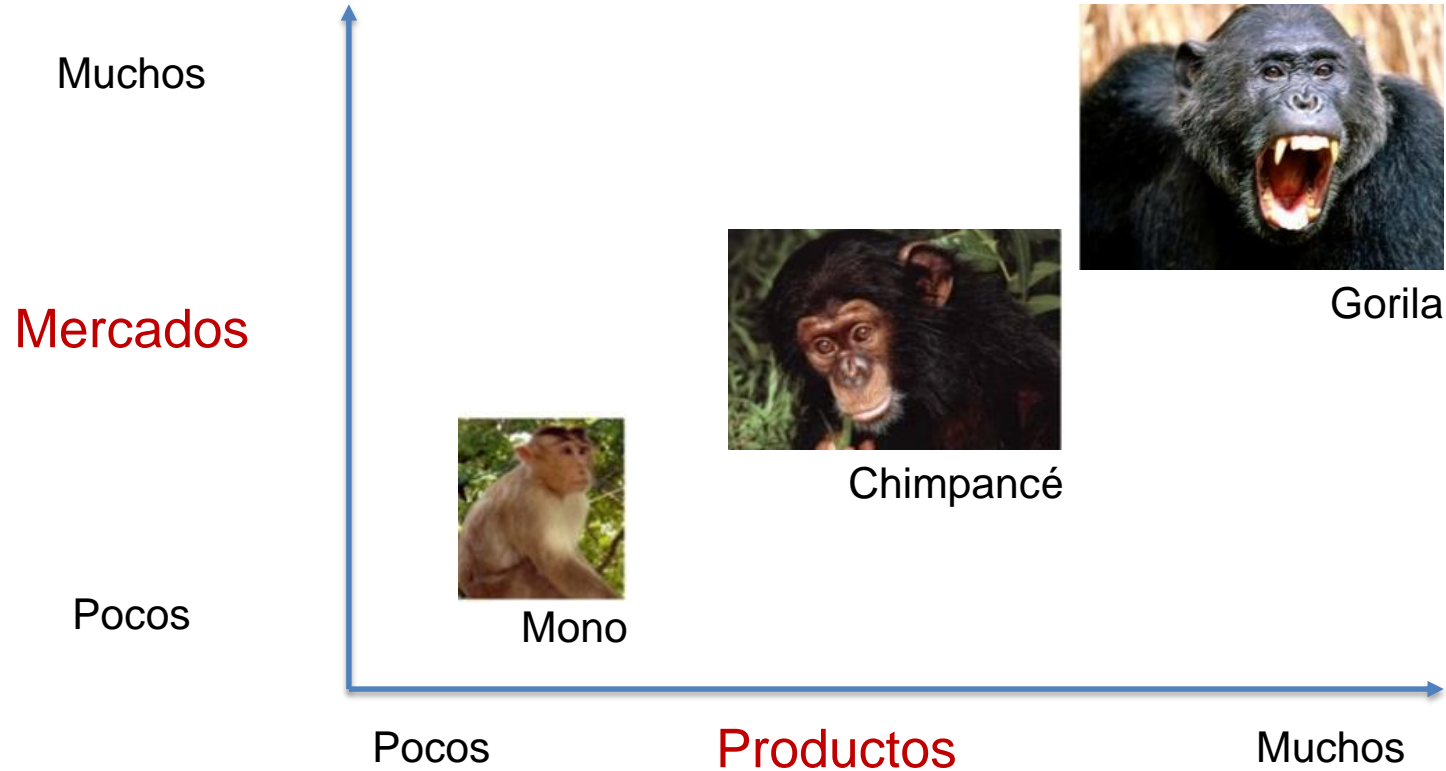


Erase una vez ...





Erase una vez ...



“Sé un Gorila, Piensa como un Chimpancé y actúa como un Mono”

© Jay Rao + Fran Chuan



Erase una vez ...



¿Qué caracteriza a una organización Gorila a una Chimpancé y a una Mono?

¿Cómo planifican el futuro?

¿Qué Lingua Franca utilizan?

¿A qué y cómo dedican su tiempo y recursos?

...



Leímos y reflexionamos



ESTRATEGIA

INNOVACIÓN



LIDERAZGO

@ Jay Rao



Leímos y reflexionamos



ES TRATEGIA



INNOVACIÓN

LIDERAZGO

@ Jay Rao



Compartir 3 aspectos importantes



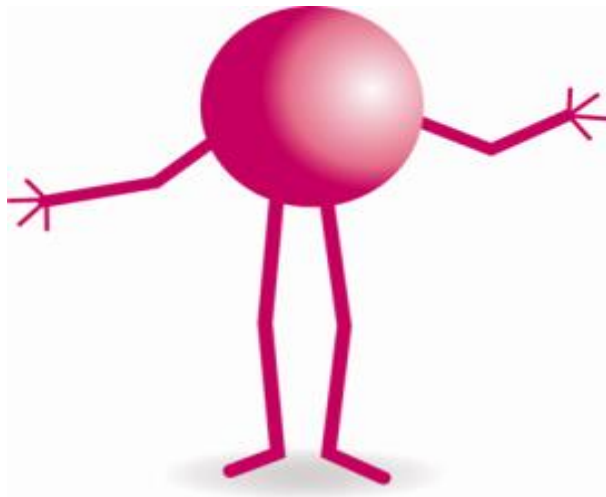
ESTRATEGIA

INNOVACIÓN

CULTURA
PERSONAS

LIDERAZGO

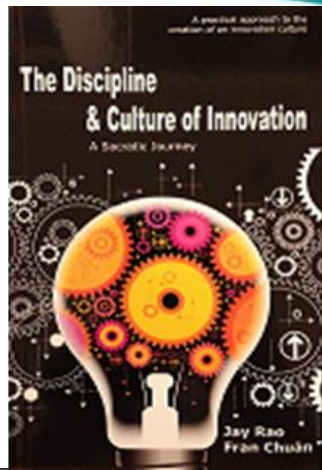
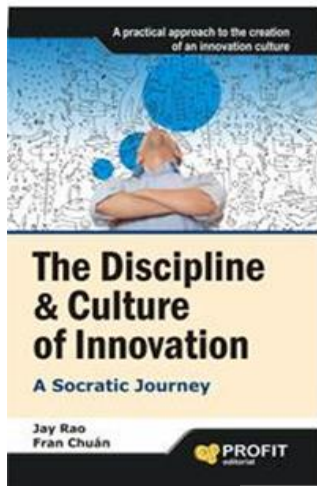
@ Jay Rao



El Modelo



El Modelo



How Innovative Is Your Company's Culture?

Many executives want their companies to be more innovative. A new assessment tool can help pinpoint your company's innovation strengths and weaknesses.

TODAY'S EXECUTIVES WANT their companies to be more innovative. They consume stacks of books and articles and attend conventions and courses on innovation, hoping to discover the secrets of success. They are impressed by the ability of comparatively young companies such as Google and Facebook to create and market breakthrough products and services. And they marvel at how some older companies — Apple, IBM, Procter & Gamble, 3M and General Electric, to name a few — reinvented themselves again and again. And they wonder, "How do these great companies do it?"

After studying innovation among 759 companies based in 17 major markets, researchers Gerard J. Telus, Lindsey C. Prabha and Rajesh K. Chandy found that corporate culture was a much more important driver of radical innovation than labor, capital, government or national cultures — but for executives, that correlation raises two more questions: First, what is an innovative corporate culture? And second, if you don't have an innovative culture, is there any way you can build one? This article addresses both questions by offering a simple model of the key elements of an innovative culture, as well as a practical 360-degree assessment tool that managers can use to assess how conducive their organization's culture is to innovation — and to see specific areas where their culture might be more encouraging or not.

Six Building Blocks of an Innovative Culture
An innovative culture rests on a foundation of six building blocks: innovation, processes, values, behavior, climate and outcome. Use "The Six Building Blocks of an Innovative Culture," p. 303. These building blocks are generally linked. For example, the values of the enterprise have an impact on people's behaviors, on the climate of the organization and

on the climate of the organization and the behaviors of its people. The behaviors of its people, in turn, affect the climate of the organization and the behaviors of its people. The climate of the organization, in turn, affects the behaviors of its people and the behaviors of its people. The behaviors of its people, in turn, affect the climate of the organization and the behaviors of its people.

AVEL, GM, the Chairman of the Board of Directors of the company. The company is a public company and the information is available to the public. The information is presented as part of the company's financial statements.



LEARNING TO WALK BEFORE YOU CAN RUN

Speaking the Lingua Franca of Innovation

By JAY RAO

The word *lingua franca* has become popularized to the point of being meaningless. An *innovation guru* writes: "Businesses were in business, these franchises, these companies, these organizations, these managers, these executives, these entrepreneurs, these investors and business promoters who designed and sold the idea by convincing us with change, technology, design, globalisation, innovation and anything 'new'." Meanwhile, some right-thinking executives are also in the market for an innovation strategy as a means to improve their organization's performance. But the way to measure it is to see if the organization is still not the discipline, discipline or discipline to practice its discipline.

Becoming a More Innovative Culture From Assessment To Action

By Jay Rao & Joseph Weintraub



Enterprise culture is a source of sustainable innovation. While many corporate executives think that they provide over an innovation-friendly culture, employees often think otherwise. Below, Jay Rao and Joseph Weintraub share a diagnostic method, such as the Inno-Quest, that is possible to assess the six building blocks of corporate culture and provides a great starting point to determine where the culture encourages and where it stifles innovation.

"We value innovative thinking," "Our is a culture of innovation," "Innovation is what we are all about."

Most corporations declare themselves to be innovative. In annual reports, public speeches and marketing, they know the market well and they may say, "Our company supports risk-taking as long as we don't make mistakes." Indeed, our research shows that corporate leaders generally have a more glowing view of their business culture than do employees.



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Jay Rao and Joseph Weintraub

How Innovative Is Your Company's Culture?



Stop the Nonsense! Innovation is a Discipline.

By Jay Rao

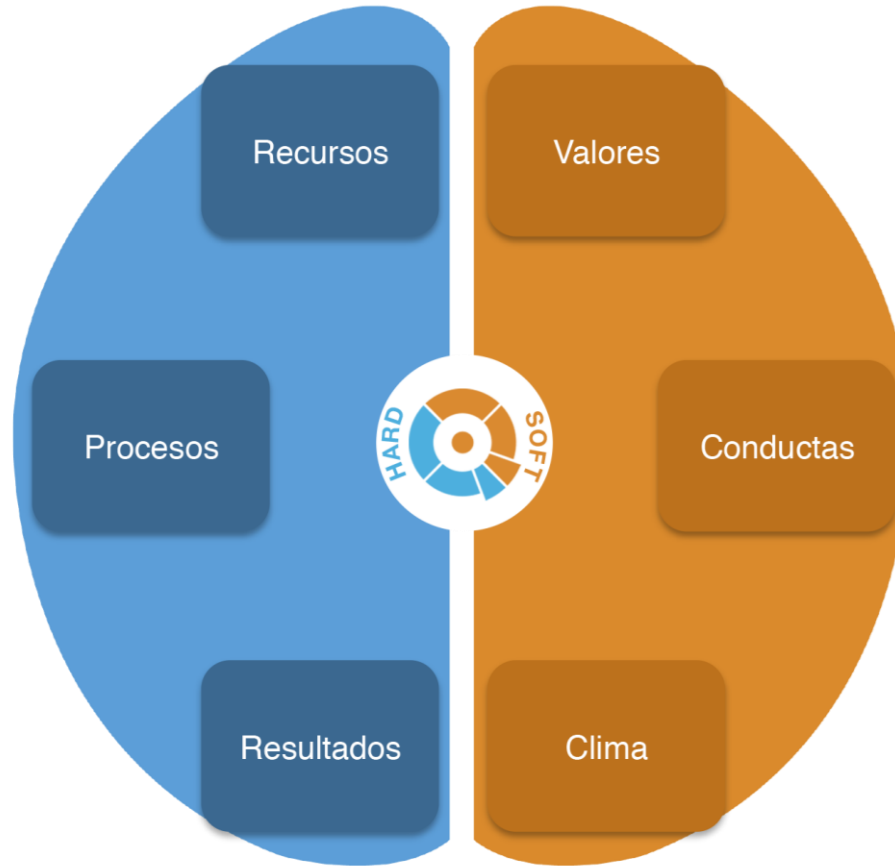


Have you noticed how the word "innovation" has crept into CEO speeches, corporate presentations, marketing material and the media? There's no escaping the noise and noise of the "new" these days. Companies mentioned in 3,525 times in their 2013 official reports, a 14% increase from 2008. A study of 283 Global CEOs revealed that 40% of them had a Chief Innovation Officer, and for most, such titles were mainly "for appearance." These same executives conceded that they didn't have a clear innovation strategy to support the role.

What Other Disciplines Can Teach Us
The business world has many disciplines and their evolution provide insights into the development of innovation as a body of knowledge and a field of practice. Consider marketing. Like other established disciplines, marketing has conceptual frameworks (e.g., the "4Ps") and a unique vocabulary—the Lingua Franca. It has developed practical methods (e.g.,



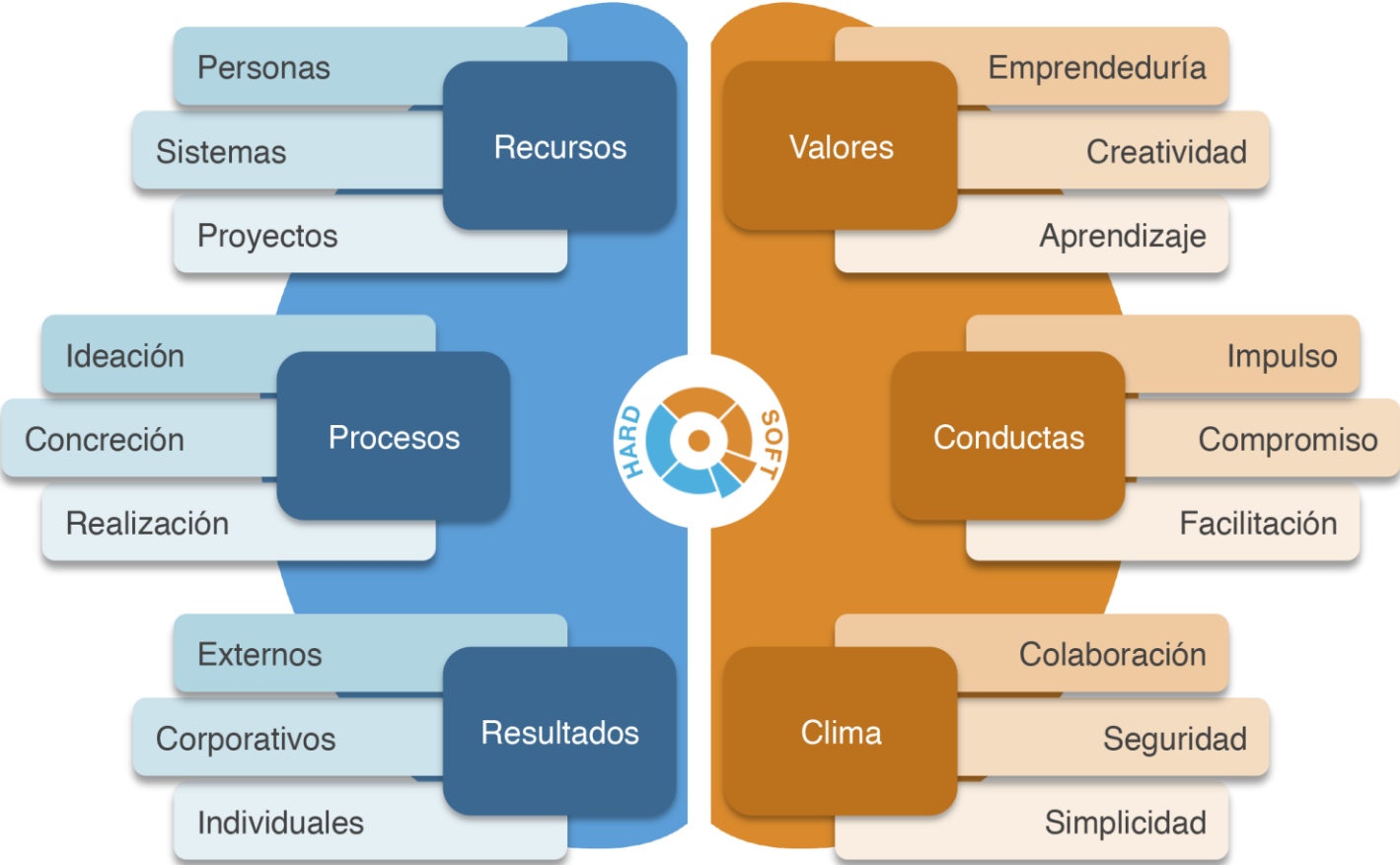
El Modelo: Bloques



© InnoQuotient.com



El Modelo: Factores



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El Modelo: Elementos

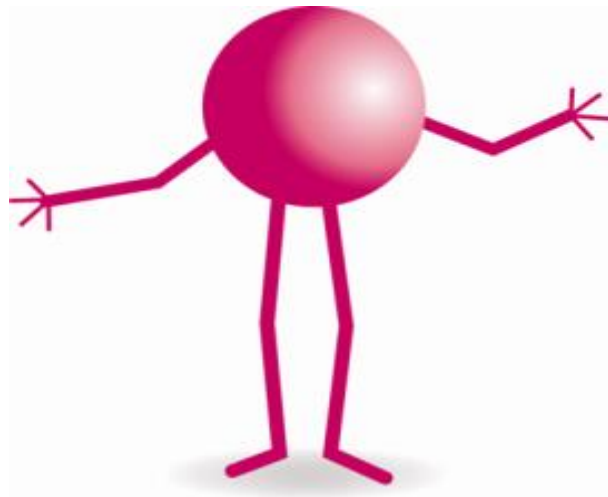


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El Modelo: IQ en el mundo



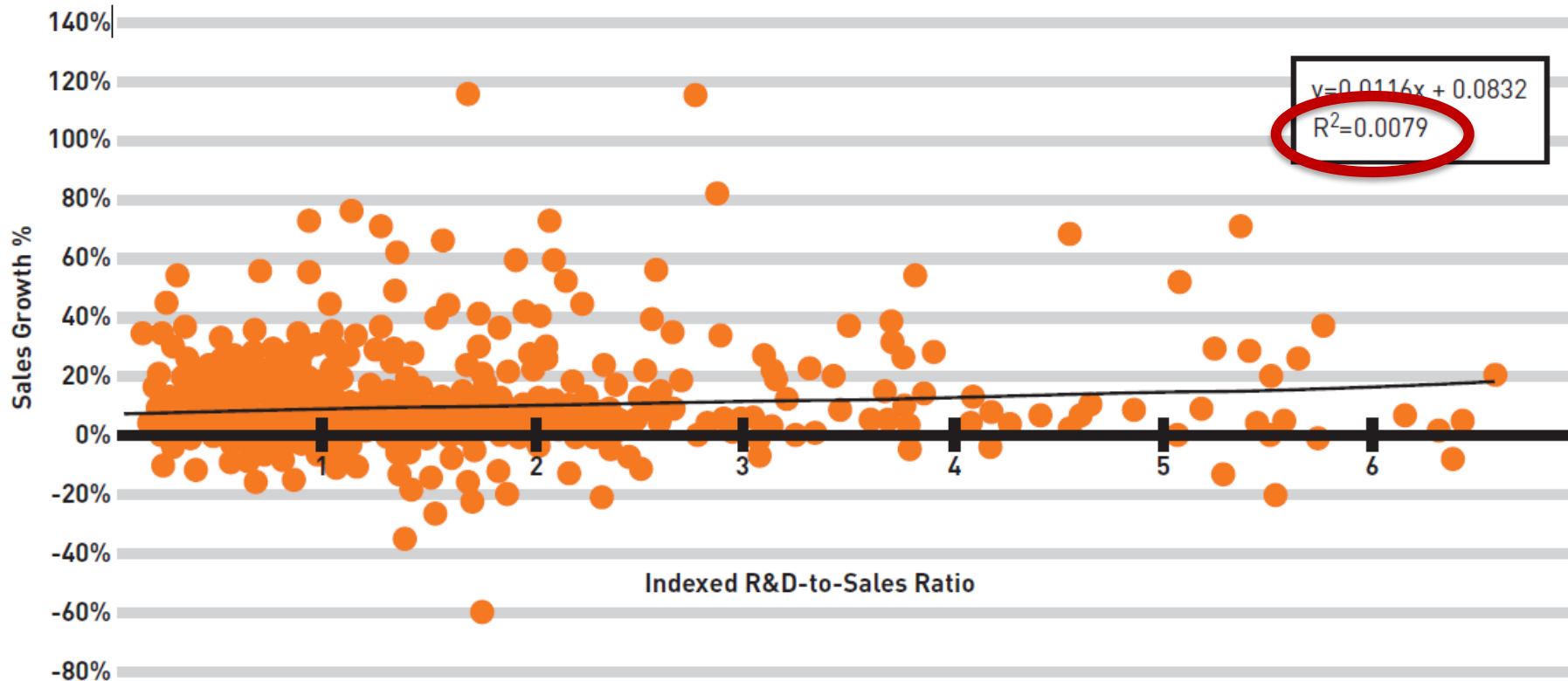


Datos, datos, datos...



Datos: Correlación I+D - ventas

Exhibit 1: The Performance Disconnect



Source: Booz Allen Hamilton Global Innovation 1000



Datos: ¿I+D+i?



~~I + D + i~~

Actividades de Ciencia, Tecnología e innovación (ACTi)

$$i = I + D$$



Datos: Sobre las innovaciones



9 de cada 10 innovaciones de éxito, nacieron en una **dirección diferente** a donde tuvieron éxito

3 de cada 4 experimentos de innovación, **no darán el resultado esperado**

La mayoría de las nuevas innovaciones se inician **sin acceso a crédito**, tanto en las buenas como en las malas épocas

Si disponen de más dinero y más tiempo, las empresas siguen **estrategias equivocadas** durante un período más largo

Sources: Innosight; Amar Bhide; Barton



Datos: Sobre las personas

Generalizado descontento con los **tristes resultados de los programas de innovación**

CEOs y ejecutivos están **frustrados con los esfuerzos** realizados para “empujar” las iniciativas de innovación

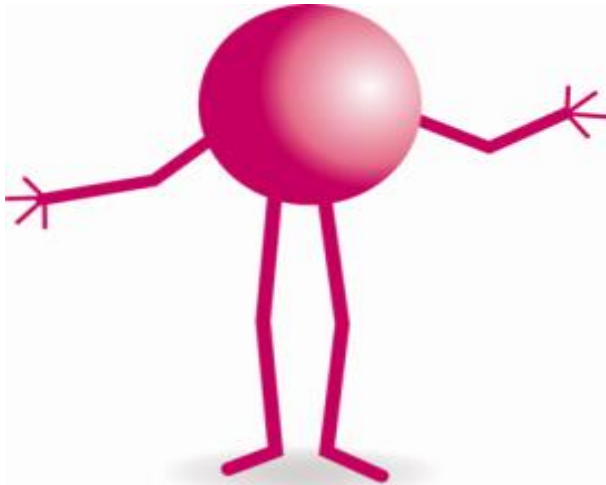
Recursos y Procesos que se aplican, o son infrautilizados o no generan el impacto financiero esperado

Acuerdo casi unánime (94%) que las **personas y la cultura corporativa son los drivers** más importantes para la innovación

Imitar y Comparar las mejores prácticas es **inefectivo**



**Pero, ¿Qué es
innovación?
(¿y qué NO es?)**





Lo que NO es ...





Pero, ¿Qué es innovación?

<u>Racional</u>	<u>Emocional</u>	
Resultados	Original	Espectacular
Rentable	Novedoso	Único
Sostenible	Creativos	Sencillo
Ecológico	Magistral	Útil
	Diferentes	Bonito
	Disfrute	Accesible
	Disruptivos	Popular
	Transgresivos	Necesario
	Avanzados	Simple
	Audaces	Moderno
	Consecuentes	Atractivo
	Útiles	Impresionante
	Interesante	Dramático



Pero, ¿Qué es innovación?



Digital
Transformation

Customer
eXperience

Scrum

Internet
of Things

Creatividad

Brainstorming

Lean
Startup

Agile

Design
Thinking



Pero, ¿Qué es innovación?

Conceptos / Mantras

Digital
Transfor
mation

Internet
of
Things

Lean
Startup

Customer
exPerience

Creativi
dad

Métodos / Herramientas

Design
Thinking

Agile

Scrum

Brainstor
ming

Problemas / Oport. / Nec.





En realidad, innovación va de...

Características externas:

1. Resuelve un problema
2. Que afecta a mucha gente
3. No hay manual de instrucciones



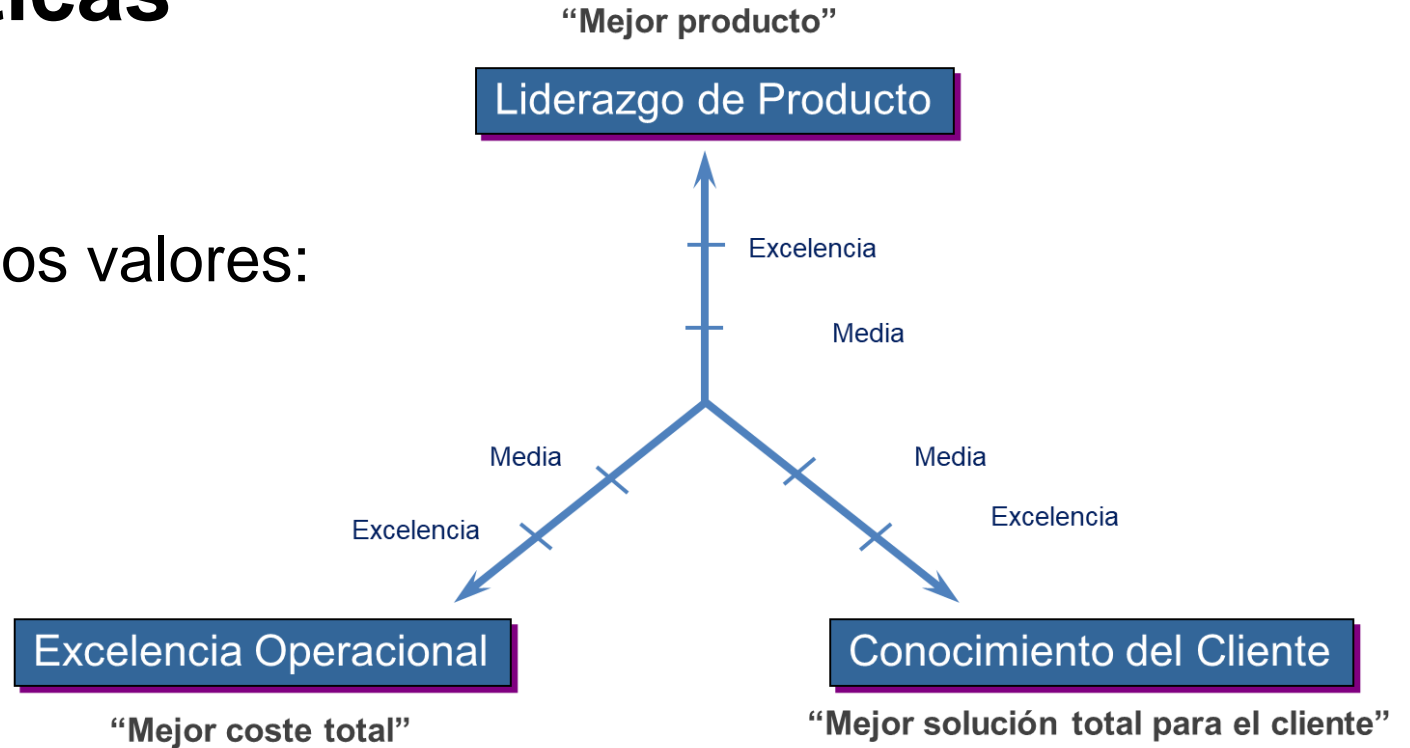


En realidad, innovación va de...

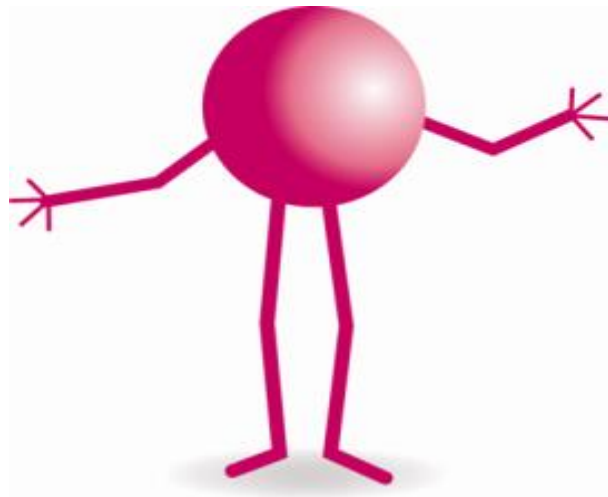


Características internas

Mejora uno de los valores:



Fuente: Treacy and Wiersema



Talentos para Innovar



¿Qué talento hace falta para innovar?





Una breve historia





¿Cómo detectar oportunidades de innovación?

Podemos observar
y detectar hábitos
“curiosos” ...





¿Cómo detectar oportunidades de innovación?

Podemos observar
y detectar hábitos
“curiosos” ...





Mitificación, Deseo y Aspiración



PRODUCTS | REPACK CENTER | QUESTIONS | ORDER YOURS | NEWS + EVENTS | SUPPORT | CAREERS | CONTACT US



Boris Popov

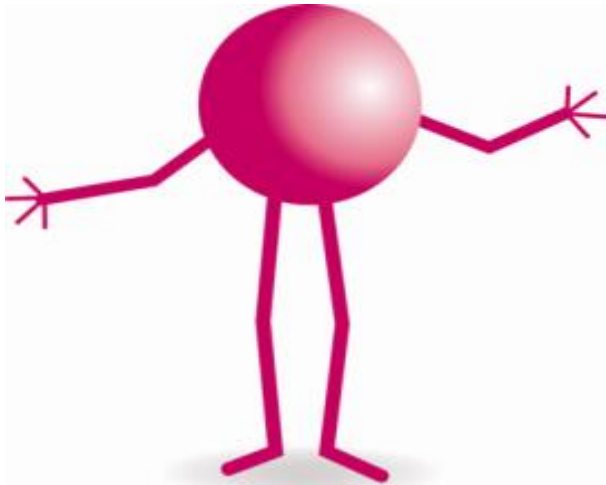
**WHAT'S IT WORTH TO HAVE
YOUR FAMILY WALK AWAY
FROM AN ACCIDENT?
393 LIVES SAVED**

Install a BRS Whole Aircraft Rescue Parachute System before you need it.

WANT TO K



Desaprendiendo ante el reto de innovar





Desaprendiendo ante el reto de innovar



Complicado vs Complejo

Error vs Fracaso



Desaprendiendo ante el reto de innovar



Complicado



Fácil / Sencillo



Conocimiento



Adquirir / *Subcontratar*

Complejo

Simple



Emoción



Gestionar

**Innovación,
¿complicada o compleja?**



Error vs Fracaso

Error ... resultado no previsto a una acción ...

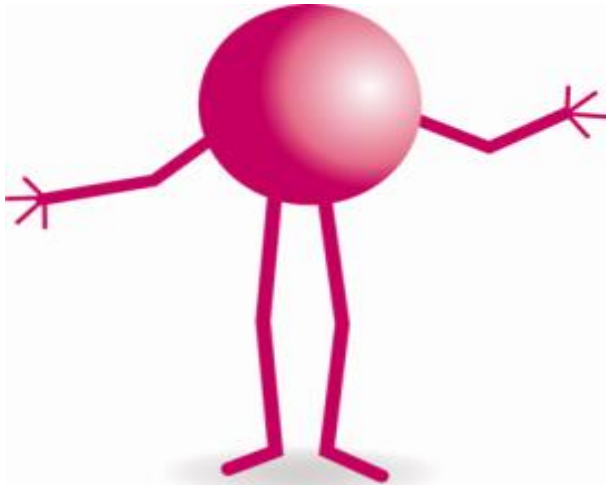
pero ...

Si hay aprendizaje ... ¿es un error?

Fracaso ... error sin aprendizaje

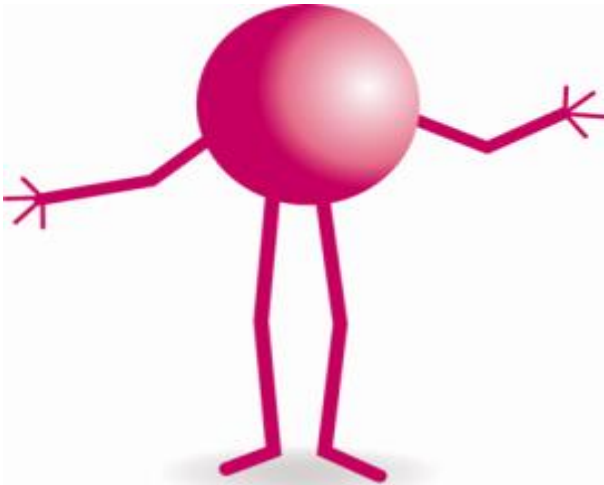


¿Qué piensan las
personas de la
Innovación en sus
organizaciones?



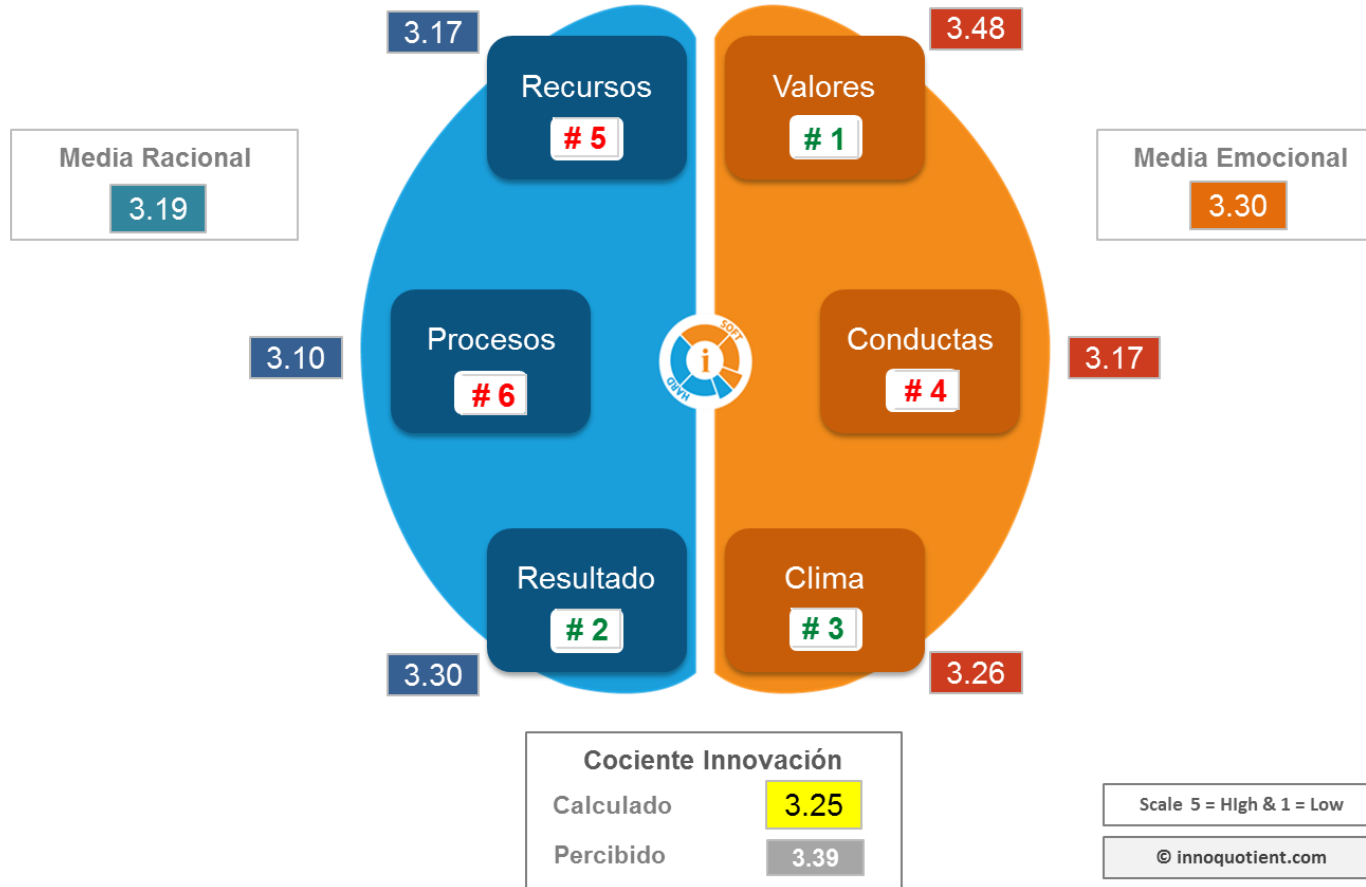


Índice de la Cultura de la Innovación (ICI) Global



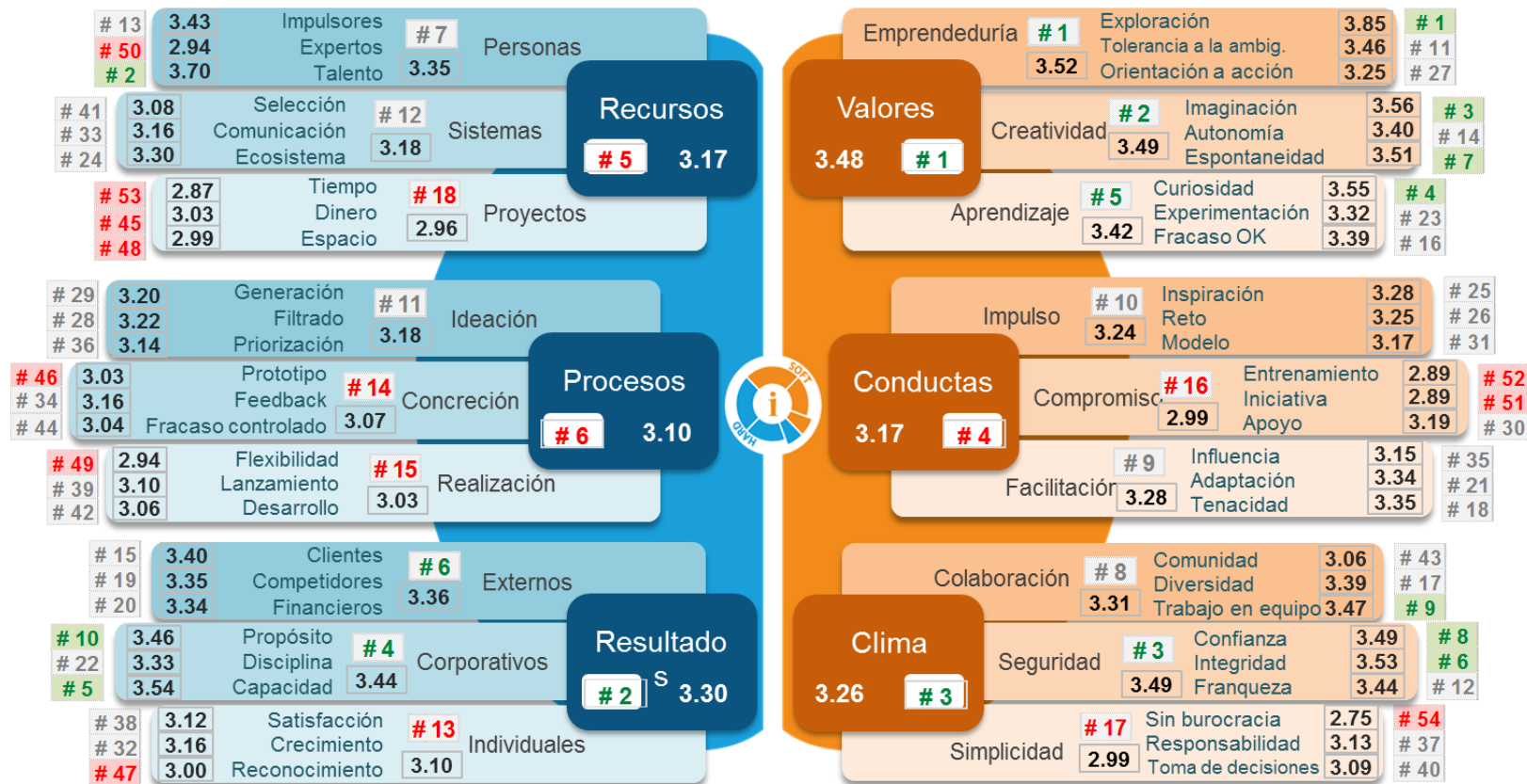


El Modelo: Índice IQ Global





El Modelo: Índice IQ Global

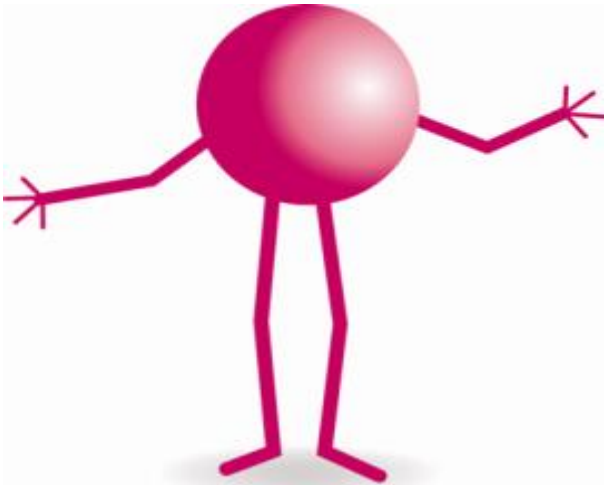


Scale 5 = High & 1 = Low

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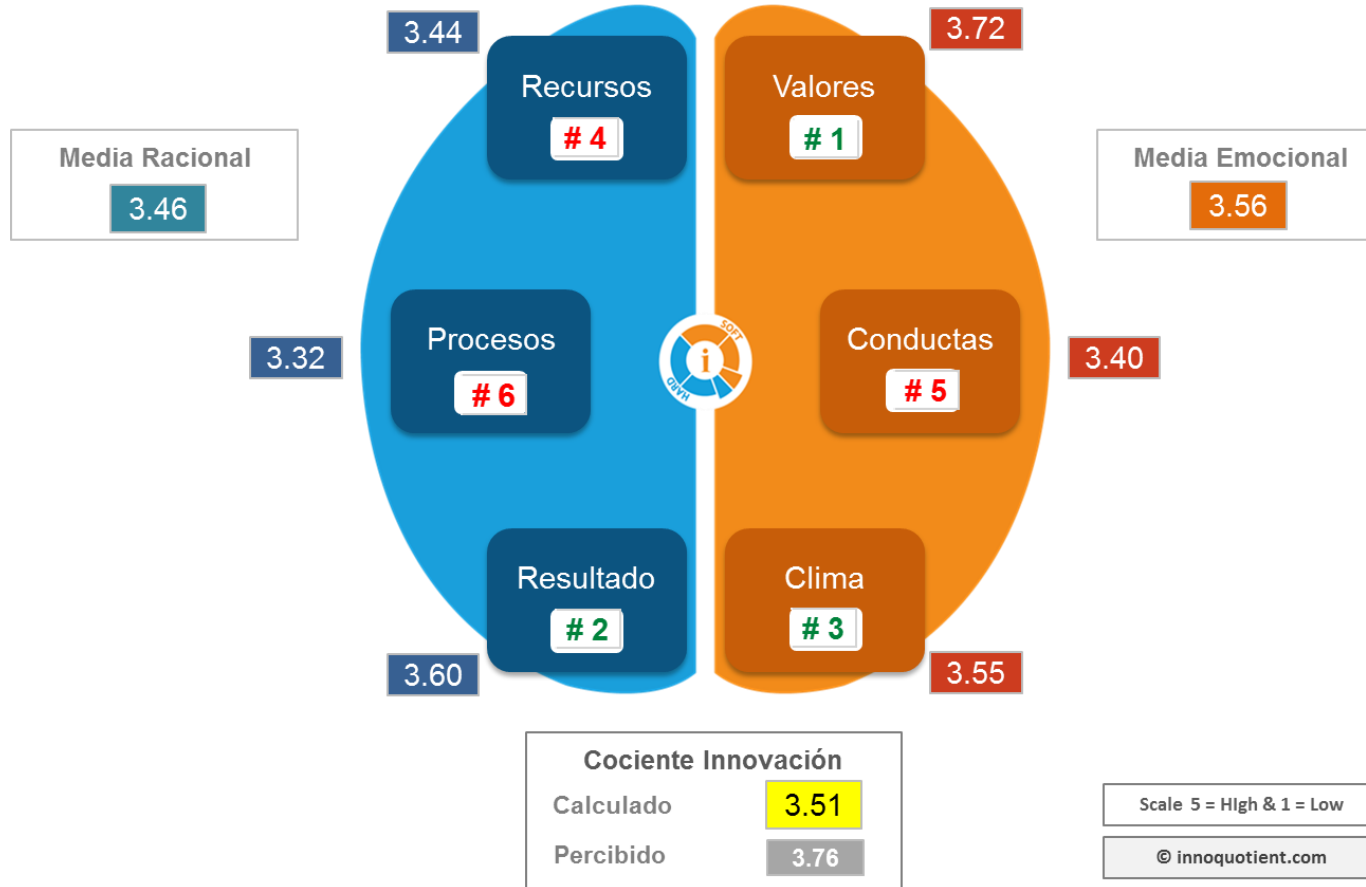


ICI en Colombia





El Modelo: Índice IQ Colombia





El Modelo: Índice IQ Colombia

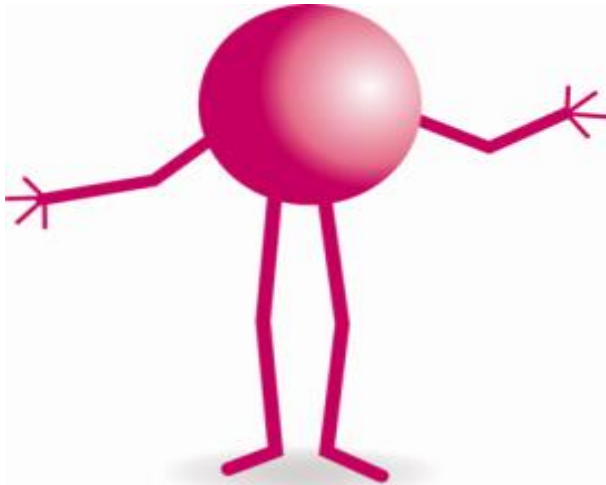


Scale 5 = High & 1 = Low

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Conclusiones





Conclusiones



SPRING 2013 VOL. 54 NO. 3

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Jay Rao and Joseph Weintraub

How Innovative Is Your Company's Culture?



# 11 3.69	Impulsivos	# 9	Personas
# 54 2.93	Expertos	3.49	Talento
# 2 3.86			
# 35 3.32	Selección	# 12	Sistemas
# 40 3.26	Comunicación	3.36	Ecosistema
# 26 3.51			
# 47 3.15	Tiempo	# 18	Proyectos
# 48 3.12	Dinero	# 21	Espacio
# 52 2.94			
Recursos			
# 5 3.31			
# 33 3.40	Generación	# 10	Ideación
# 28 3.50	Filtrado	3.47	Priorización
# 27 3.51			
# 44 3.21	Protección	# 15	Concreción
# 36 3.31	Feedback		
# 45 3.21	Fracaso controlado	3.24	
# 30 3.07	Flexibilidad	# 17	Realización
# 43 3.22	Lanzamiento	3.18	Desarrollo
# 42 3.23			
Procesos			
# 6 3.30			
# 24 3.53	Clientes	# 6	Externos
# 22 3.54	Competidores	3.60	Financieros
# 7 3.72			
# 19 3.57	Propósito	# 3	Corporativos
# 17 3.59	Disciplina	3.65	
# 3 3.80	Capacidad		
# 32 3.43	Satisfacción	# 13	Individuales
# 34 3.36	Crecimiento	3.33	
# 46 3.19	Reconocimiento		
Resultados			
# 2 3.53			

Emprendeduría	# 5	Esperación	4.02	# 1
		Tolerancia a ambigüed	3.52	# 25
		Orientación a acción	3.30	# 37
Valores	3.65	# 1		
		Creatividad	3.71	# 1
		Imaginación	3.70	# 8
		Autonomía	3.70	# 10
		Espontaneidad	3.72	# 6
		Curiosidad	3.76	# 4
		Experimentación	3.54	# 21
		Aprendizaje	3.64	# 14
		Fracaso OK	3.62	# 14
		Impulso	3.57	# 7
		Inspiración	3.60	# 16
		Reto	3.63	# 13
		Modelo	3.48	# 29
Conductas	3.45	# 3		
		Compromiso	3.25	# 14
		Entrenamiento	3.24	# 41
		Iniciativa	3.05	# 53
		Apoyo	3.46	# 30
		Influencia	3.43	# 11
		Adaptación	3.58	# 18
		Facilitación	3.54	# 15
		Tenacidad	3.61	# 15
		Colaboración	3.44	# 11
		Comunidad	3.08	# 49
		Diversidad	3.56	# 20
		Trabajo en equipo	3.60	# 12
Clima	3.43	# 4		
		Seguridad	3.66	# 2
		Confianza	3.19	# 9
		Integridad	3.75	# 5
		Franquicia	3.54	# 23
		Sin burocracia	2.99	# 52
		Responsabilidad	3.29	# 39
		Toma de decisiones	3.28	# 39
		Simplicidad	3.19	# 39

Error vs Fracaso

Complicado vs Complejo



? <



hasta pronto



GRACIAS

POR SU TIEMPO

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