

STEFAN LINDEGAARD 

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Leadership+Innovation at LinkedIn Groups

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WHY I AM HERE?

- Catalyst for new ideas and thoughts
- Inspiration on innovation
- Challenge what you already know and do

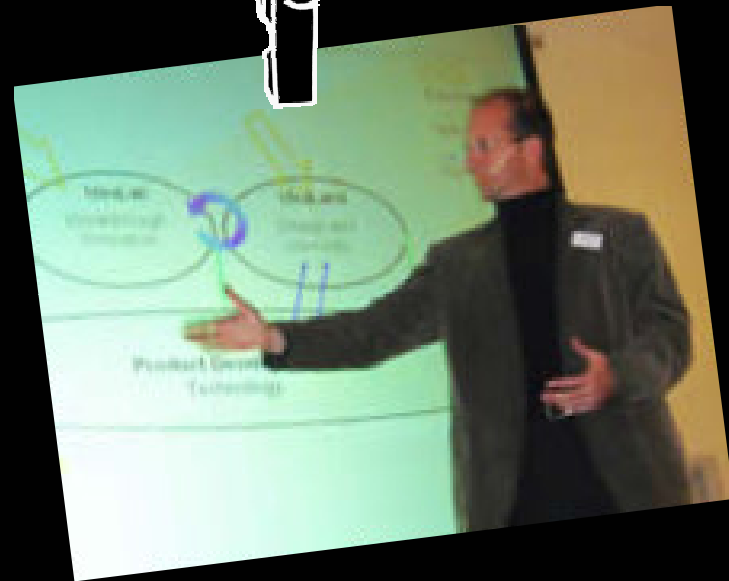
TROUBLEMAKER?

“When someone tries to innovate within a traditional organization, few will understand what he/she is doing, but everybody will understand who is a trouble-maker.”

After the innovation has been embraced by the organization, few will remember who started it, but everybody will remember who was a trouble-maker.

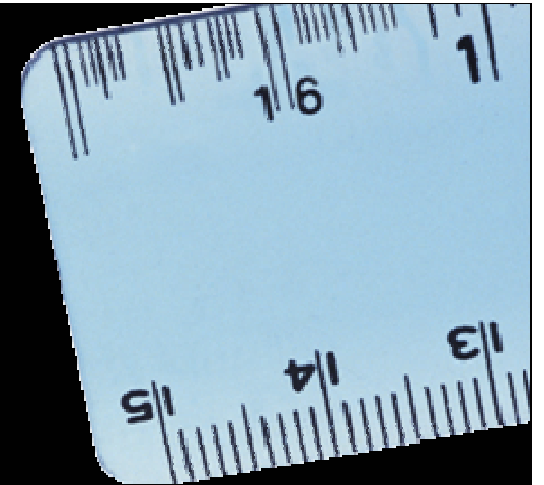
This is the dilemma encountered by many intrapreneurs - they risk punishment for success.”

David Nordfos, Stanford



QUESTIONS FOR REFLECTION

1. Give me five reasons why innovation and intrapreneurship at your company is a waste of resources?
2. What are the lowest hanging fruits that your company could pick to boost the current innovation effort?
3. What are the key obstacles that you as leaders and managers provide to innovation at your company?
4. What can you do to make your intrapreneurs look great?



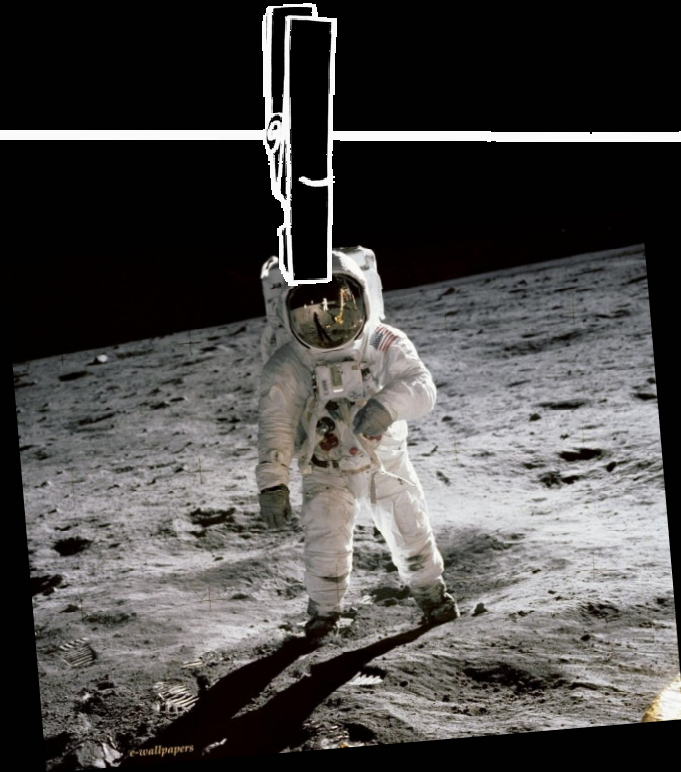
SUCCESS STORIES:

- What have been your individual contributions on getting ideas to revenue?

BUSINESS PLAN COMPETITIONS

MAN ON THE MOON

- To identify and develop new ventures that create significant growth and/or strategic advantages
- To spot and develop talent
- To change the culture and to establish intrapreneurship as the fourth career path





“I believe we possess all the resources and talents necessary. But the facts of the matter are that we have never made the national decisions or marshaled the national resources required for such leadership. We have never specified long-range goals on an urgent time schedule, or managed our resources and our time so as to insure their fulfillment.”

How does Flashpoint work?

START HERE!



Easy to enter

Teams submit brief, 2-page proposals through competition portal



Selection of top 10-20 proposals



Coaching and training provided to teams

Teams submit b-plan, brief deck, and elevator pitch. Judges pick top 3



Three Finalists present at award event

IPG staff are finalist judges at the award event

You will participate in this step

AWARD EVENT



Winning team attends MIT Entrepreneurship Development Program



FINISH LINE

You are invited

IDEA TO PROJECT

- Network and stakeholder management (sense of "we")
- Common and clear goals
- Step-by-step approach
- Internal and external input
 - listen more than talking



BUSINESS PLAN COMPETITIONS: LESSONS LEARNED

TBX (O)

- **T (Top Down):** - Get the executives onboard and make them personally committed to the innovation activities. Without executive support, no change occurs.
- **B (Bottom Up):** - Value creation begins with people, one by one, team by team. Nothing happens unless you get the employees engaged and involved.
- **X (Across):** - The biggest challenges will come from middle managers placed across the organization due to narrow focus on own P&L.
- **(O) for Outsiders:** - Include external sources as you move towards open innovation.

IDENTIFYING THE RIGHT PEOPLE

- Look for people who can make things happen rather than people with lots of ideas.
- Ask candidates for examples on how they created results as an individual.
- Ask questions in a direct or even provocative way. Watch for behavioral responses in answers.
- Watch out for signs that reveal the level of customer focus.
- Make sure they have depth as well as breadth.

MORE ON INTRAPRENEURS

- Less than 1% are “real” intrapreneurs i.e. having the mindset and skills needed to lead all phases of turning an idea into big business.
- About 10% of white-collar employees have the right mindset and skills to be an intrapreneur. You can train another 20-30%.
- Everyone should be able to work with innovation, but not at the same time.
- Business understanding and customer focus is a key differentiator between inventors and intrapreneurs.

WHAT HAPPENS WITH IDEAS?

ON IDEAS

- What happens with ideas in a large organization? Beware of pseudo-innovators.
- Can you match a good project with the right people at the right time? Projects requires different people at different stages.
- A team with B idea or B idea with A team – what is best?
- Do you understand the difference between core and innovation projects?

DEFEATING THE CORPORATE ANTIBODIES

WHY AND WHAT TO DO

- Why? Fear of change, protecting a power base, short sighted and focused on own P&L
- Discovery – Incubation – Acceleration
- Turn blockers into backers
- Stay under the radar
- Have structures and processes in place

PEOPLE DRIVE INNOVATION

PEOPLE FIRST, PROCESSES NEXT, THEN IDEAS

Holistic point of view (X-vision)

Customer focus

Talent for networking

Sense of urgency

Optimism

Curiosity

**TRAITS AND
SKILLS
FOR THE FUTURE**

Passion and drive

Ability to deal
with uncertainty

Belief in change
and persistence

Stakeholder
management

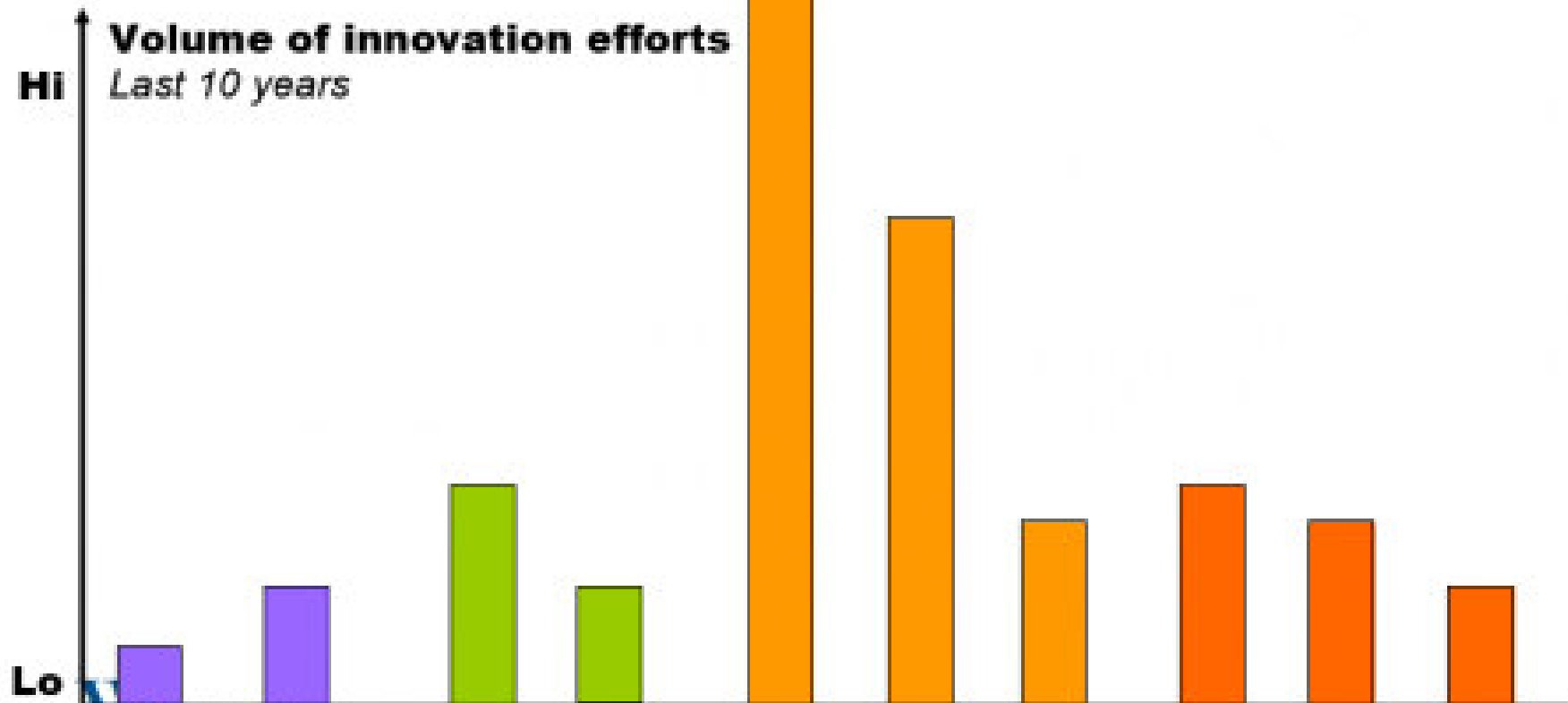
DO YOU HAVE X-VISION?

You must be able to work across business functions and with many types of innovation to turn ideas into profitable products, services or business methods.

ARE YOU READY FOR A TEST?

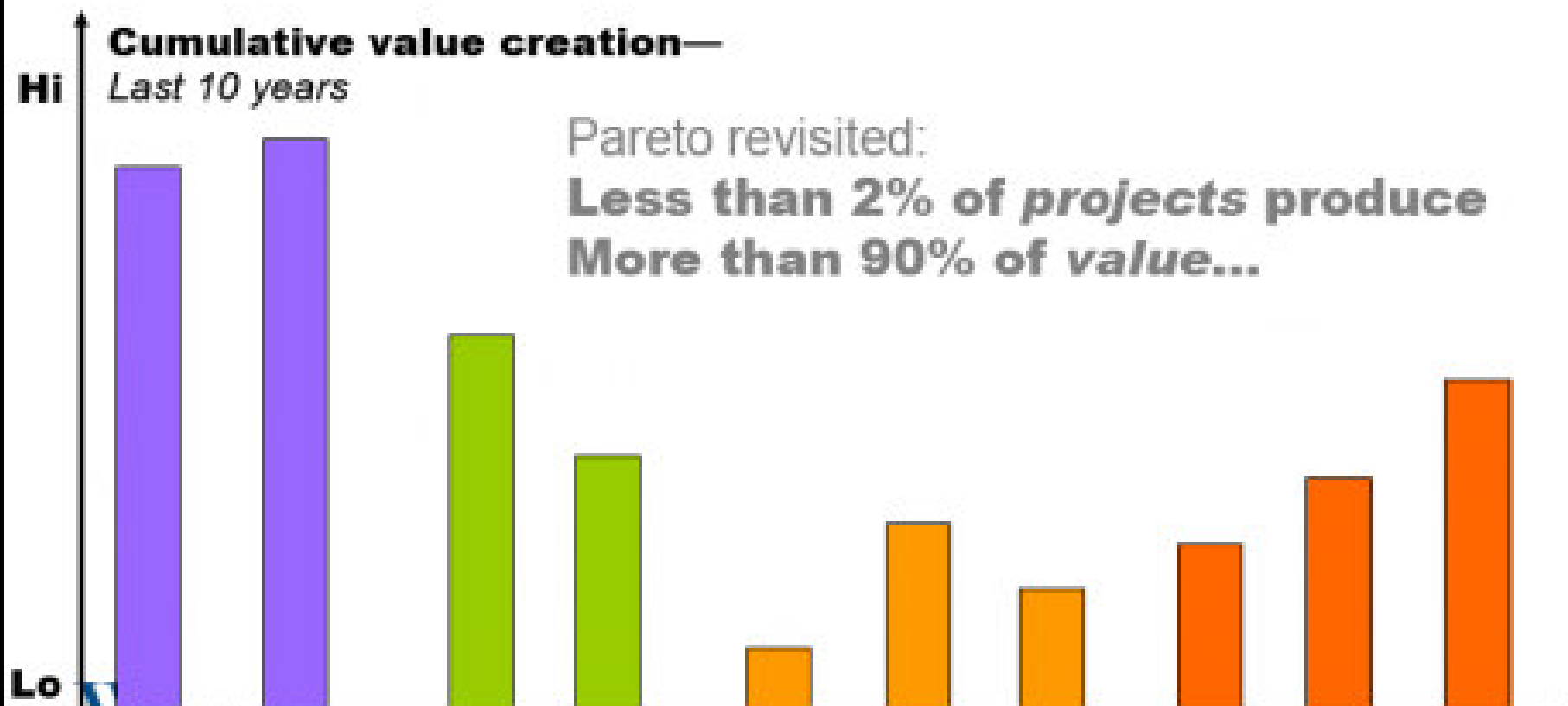
A shift in value creation...

Finance		Process		Offering			Delivery		
Business model	Networking	Enabling process	Core process	Product performance	Product system	Service	Channel	Brand	Customer experience



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ONLY NETWORK
IF YOU HAVE A REASON

LEADERS, YOU ARE FAILING!

Where is your strategy, commitment and structure needed to create a networking culture?

LEADERS, WHAT TO DO...

- Develop and commit to a networking strategy
- Give your people time to network
- Educate them on how to network
- Use dedicated facilitators

TIPS ON NETWORKING

- Know your values and your personal brand
- Understand “SIX DEGREES OF SEPARATION”
- Give and get; do not keep a score card
- Use virtual tools
- Understand formal vs informal leadership
- Ask how to help and tell others how to help you
- Perform - speak – write - meet

HIGH PERFORMER NETWORKS

- Position yourself at key points in a network and leverage the network when implementing plans
- Seek relationships that extend your expertise and help you avoid learning biases and career traps
- Value your network and behave in ways that lead to high-quality networks – not just big networks
- Know how to increase/decrease relationships in ways that enhance productivity and performance
- Bridge disconnected clusters of people

Same issues; across
industries and
continents

Globalization and 24/7
innovation



WHAT DO I SEE?

A broken
innovation model

Open innovation
movement



Interested in having
a **problem solved?**

- Products
- Seekers
- Solvers
- Marketplace
- FAQ
- My InnoCentive
- Refer-A-Friend
- Blog
- News and Events
- About Us

*"The ability to pick and choose **your customized solution** from a number of applicants ensures you get the best of the best."*

- Mark Bent, CEO, SunNight Solar

Solution Seekers

Sustainable breakthrough innovation is today's single most important requirement for growth and profitability. InnoCentive gives you the innovation edge you need to be competitive in even the most challenging economic times, with:

- **Bigger Breakthroughs.** Unleash the collective power of InnoCentive's worldwide [Marketplace](#) with over 160,000 of the brightest minds working to help you build a better product.
- **Faster time to market.** With thousands of minds worldwide working on a problem simultaneously, find solutions faster than with in-house R&D resources alone. Get up to speed quickly with [ONRAMP](#)
- **Lower costs.** Redefine the economics of innovation by paying only for success. Find hidden and underutilized talent within your company with [InnoCentive@Work](#)

Problem Solvers

- Use your knowledge and expertise to make a real impact by solving [challenging problems](#) for companies and foundations.
- Earn cash rewards from **\$5000 to \$1,000,000** for solving problems.
- Join a community of highly creative and inventive problem solvers who are changing the world!

[Member Log In](#)

Featured Challenge

THE INNOVATION MODEL IS BROKEN

- Top executives AND innovation leaders have failed

WHAT NEEDS TO BE FIXED?

- Innovation needs to be highly aligned with the overall corporate strategy to secure the attention and commitment of the executives.
- Innovation needs to focus more on the people making it happen rather than on concepts and processes.
- Innovation needs to be an open process to fully reach the potential of the global resources and talent available.

THE CAREERS OF INNOVATION LEADERS AND INTRAPRENEURS

TIME FOR REFLECTION

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THANK YOU

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